



Inaugural Class Inducted into Senior Living Hall of Fame

Look back on the early years of seniors housing and the spectacular growth that followed, and there was a prominent group of individuals from the very beginning, distinguished by uncommon foresight, ingenuity and perseverance, who laid the foundation for the collective success of all those committed to careers in senior living.

These were the visionaries who saw the possibilities and had the determination to create an alternative to serving seniors in outdated and often institutional settings. They had the conviction to challenge the status quo by welcoming seniors into their new communities with the promise of choice, independence, dignity and personalized service.

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(left to right): **Judd Harper**, The Arbor Company; **Wendy Nowokunski**, Northbridge Companies; **Tom Grape**, Benchmark Senior Living; **Denise Boudreau-Scott**, DRIVE

EXECUTIVE DISCUSSION: EMPLOYEE ENGAGEMENT

Competing for talent by intensifying engagement efforts and stressing culture

Recognition and responsiveness lead to greater fulfillment and purpose

Employee engagement is universally cited as one of the foremost challenges facing senior living.

Yet when employees are actively engaged, research shows turnover drops 24 percent, profitability grows 21 percent, and safety incidences plummet 70 percent.

Recognizing the need for more deliberate and intensive efforts to recruit, engage and retain employees, panelists shared how their organizations are competing for new talent, taking a new tack on coaching and mentoring, and stressing a culture of respect and appreciation.

Participants were Tom Grape, Benchmark Senior Living; Judd Harper, The Arbor Company; and Wendy Nowokunski, Northbridge Companies. Denise Boudreau-Scott, DRIVE, served as moderator.

BOUDREAU-SCOTT: What are the main factors driving employee engagement, and what specifically are you doing in your organizations to address that?

HARPER: They have to feel they are being paid a fair wage and that they have access to both affordable

and meaningful benefits in the workplace. Secondly, especially in our business, they have to have a sense of purpose and appreciation from residents, families and the staff they work with. That sense of fulfillment and purpose is critically important. And we need to make sure there's enough staff on the shift so they feel they can individually do the jobs that they're there to do, so they're not being pulled to do others' jobs because of a callout or something. They need the appropriate tools to do the job well.

NOWOKUNSKI: When you look at why people leave a company, it usually has to do with the fact that they don't have a positive relationship with their manager. The feeling of being part of something, being listened to, being respected, being involved is what an engaged associate

Panelists

MODERATOR:
DENISE BOUDREAU-SCOTT
DRIVE

TOM GRAPE
Benchmark Senior Living

JUDD HARPER
The Arbor Company

WENDY NOWOKUNSKI
Northbridge Companies

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Inaugural Class Inducted into Senior Living Hall of Fame

Six senior living luminaries were inducted into the inaugural class of the Senior Living Hall of Fame during the American Seniors Housing Association's (ASHA's) 2018 annual meeting. The Hall of Fame will provide an opportunity in the years ahead to recognize all those who have done so much to advance the senior living profession.

GRANGER COBB

During a 32-year span, Granger Cobb rose from executive director of an assisted living community to CEO of Emeritus Senior Living, the largest assisted living company in the nation, before spearheading a \$2.8 billion merger with Brookdale. When Granger tragically passed away following a valiant battle with cancer at the much too young age of 55 in 2015, he was a member of Brookdale's board of directors.

He began his senior living career shortly after graduating from UCLA, and five years later in 1989 founded a California-based assisted living company with his wife Tina, called Cobbco, Inc.

After Cobbco was acquired in 1998 by Summerville Senior Living, Granger served as the combined company's president, CEO and director from 2000 to 2007. Seattle-based Emeritus Senior Living merged with Summerville in 2007, and during Granger's tenure as president and CEO of Emeritus, the company grew to more than 500 communities in 45 states with over 31,000 employees serving almost 54,000 residents.

Granger's lifelong commitment to developing future industry

professionals was recently recognized with the creation of the Granger Cobb Institute for Senior Living at Washington State University.

BILL COLSON

The breadth of Bill's legacy in seniors housing is a testament to his foresight, perseverance and unwavering commitment to value. Quietly yet confidently, Bill built an international enterprise over the course of 36 years with more than 300 independent living communities that ultimately sold for \$6.5 billion.

An unabashed contrarian who zeroed in on the middle market and relentlessly stressed affordability, Bill and his father founded what became Holiday Retirement Corp. in 1971. Based in Salem, OR, the Colson organization developed, constructed, acquired and managed a portfolio that eventually spanned the U.S., Canada, France and the United Kingdom. Bill is widely recognized across the senior living profession as a visionary who saw the potential in building independent living apartments that featured food service, transportation and social activities long before others began to take notice.

He is held in the highest regard and with the utmost respect as one of our legendary founders, having played an instrumental role in ensuring the enduring success of the American Seniors Housing Association.

Bill's passing in 2007 left a legacy that endures with all present and future developers and operators who share Bill's commitment to provide high quality, affordable independent living.

BILL KAPLAN

Vibrant, service-enriched communities emphasizing independence, choice and gracious hospitality have always been the hallmark of Senior Lifestyle since it was founded by Bill Kaplan in 1985.

Chicago-based Senior Lifestyle set itself apart from the competition by creating a broad strata of product lines over the years to serve the entire market, reaching across the high end to the affordable side. Senior Lifestyle communities are located in 22 states.

One of Bill's most noteworthy achievements was partnering with the City of Chicago to develop Senior Suites, an affordable housing brand that provides income-qualified residents with

GRANGER
COBB
EMERITUS SENIOR LIVING

BILL
COLSON
HOLIDAY RETIREMENT CORP.

BILL
KAPLAN
SENIOR LIFESTYLE



Melanie Werdel & Tina Cobb Accepting



Pat Kennedy Accepting



quality apartment homes in neighborhoods throughout greater Chicago.

Unlike traditional affordable housing, Senior Suites includes daily resident programming, weekly local transportation, à la carte dining options, and a daily check-in service. Senior Suites serves over 2,000 seniors in 24 locations, each property financed with a combination of investments from the private sector through the sale of low-income tax credits coupled with assistance from local, state and federal resources.

JIM MOORE

Over the course of 50-plus years, Jim may very well have been the single most influential individual engaged in virtually every facet of the seniors housing business.

His Fort Worth, TX-based Moore Diversified Services has provided several thousand consulting engagements including market feasibility studies, detailed financial pro forma analysis, strategic planning, operations analysis, and investment advisory services in more than 1,200 markets spanning the entire U.S. In addition, he also conducted numerous international engagements in China, Hong Kong, Japan, Australia, Thailand, Canada, Europe, Central America and Mexico.

With market intelligence from thousands of consumer and business focus groups and firsthand experience residing in hundreds of senior living communities, he amassed an encyclopedic understanding of the intricacies of successful development and operations.

He has been a mainstay on both the for-profit and not-for-profit sides of the seniors housing profession while serving national and regional organizations.

BILL SHERIFF

Building a fledgling, niche business into a dominant corporate force is an incredible feat. Bill did it twice.

After he took the reins of his family's truck stop business at age 22 and then decisively expanded it, nine years later it was sold to the Ryder System's new national network of truck stops. Bill stayed and under his leadership from 1975 to 1984, the Ryder division grew to become the largest chain of corporate-owned-and-operated truck stops in the country. Sohio acquired it in 1984.

He quickly made the transition to CEO of American Retirement Corporation (ARC), a nascent seniors housing developer and operator in Nashville backed by the founders of Hospital Corporation of America.

Specializing in continuing care retirement communities, ARC went public in 1997. Nine years later, Brookdale Senior Living acquired ARC. With Bill moving over as CEO following the transaction, Brookdale became the nation's largest operator of senior living communities. Throughout his tenure, he stressed the importance of an integrated continuum of services at Brookdale that included skilled nursing, home health care, rehab therapies, and hospice.

When Bill retired in 2012 after 28 years in the senior living business, he had assembled 647 communities in 35 states, with Brookdale operating independent living, assisted living, and dementia-care communities, as well as continuing care retirement communities.

STAN THURSTON

Life Care Services, an LCS Company in Des Moines, IA, has long been at the forefront

of virtually every facet of senior living. Best known for its extensive involvement in continuing care retirement communities, Life Care Services has partnered with over 140 communities serving more than 35,000 seniors.

For nearly 30 years, Stan was a driving force behind the organization's growth and diversification. He led the development division and oversaw the operations management division prior to becoming Life Care Services' president and CEO in 1995. He retired in 2006.

One of his most noteworthy innovations was creating the 90 percent Refundable Entrance Fee Contract for continuing care retirement communities, which was a major breakthrough that exponentially expanded the market for potential residents. This also gave communities greater control over their capital structures, while residents benefited from more affordable monthly service fees.

And he was instrumental working with ASHA to guide legislation that changed the tax code to protect entrance-fee CCRC residents from encountering negative tax consequences.

Continuing care retirement communities for many years were traditionally the province of not-for-profit sponsors. Stan, however, saw an opportunity to bring for-profit participants to the table.

By collaborating with various legal and regulatory groups, he came up with a business model that mitigated risk and provided a going return for the eventual owner of a continuing care retirement community.

Thanks to Stan's vision and foresight, consumers now have far more choices when they look for a new home at a continuing care retirement community. ■

Future Senior Living Hall of Fame inductees will be selected by a committee featuring Lois Bowers of McKnight's Senior Living, Steve Monroe of The SeniorCare Investor, Matt Valley of Seniors Housing Business, and John Yedinak of Senior Housing News. The Selection Committee will be chaired by Larry Cohen with Capital Senior Living Corp.



JIM
MOORE
MOORE DIVERSIFIED SERVICES

BILL
SHERIFF
BROOKDALE SENIOR LIVING

STAN
THURSTON
LIFE CARE SERVICES



Competing for talent by intensifying engagement efforts and stressing culture

is looking for. They want to be part of something bigger than themselves.

GRAPE: The table stakes are pay and benefits and feeling like they have the adequate resources and so on to do their jobs. It's hard to get a job with organizations that have great cultures. When you're there, you don't want to leave, because you feel part of a close-knit community. You feel connected to their purpose and their culture. Your teammates and your supervisor have your back. That sense of belonging and culture is why people stay engaged.

BOUDREAU-SCOTT: What are some of the things that you're doing to address employee engagement?

NOWOKUNSKI: One of the things that my partner Jim Coughlin and I do is called a listen-and-learn. We touch each one of the communities at least twice a year where we meet with a cross-section of frontline associates. How can we be better? The best ideas come out of the people who are doing the work every day and engaging with our customers, families, residents and so forth. When we first started doing

this, some of the managers would say, oh, they're going to ask about things like pay. They are trying to make the community better and had wonderful ideas and suggestions.

We probably spend as much on employee engagement as marketing.

Then we take those, and we make them actionable. We follow up, and they see that their idea is being implemented. They're being listened to. They're being heard. The managers on the site level do the same thing. We use Facebook and an associate blog, as well, where we feature associates each month. The families, residents and other associates engage and make comments, so it makes them feel part of something bigger and makes them feel appreciated. Little things like that truly do make a difference and make people feel part of something.

BOUDREAU-SCOTT: Wendy, what do your positive approach groups do?

NOWOKUNSKI: We have a budget for associate retention. It's handed over to them, and they manage it to do different types of things. It might be some sort of party or going out and doing something for the community, like a garden club type of thing or raising money for a local charity. That's up to them. It's guided by the managers onsite. Money is allocated on an annual basis.

GRAPE: I talk a lot and regularly about our purpose and our values, both to new associates and long-serving associates. We, too, have increased our internal communication, and there's never enough. We do supervisor training, because of how important that is for frontline associates. And we do a lot of recognition. We have different recognition tools at the community level and the company level. Residents and families can recognize associates.

BOUDREAU-SCOTT: Tom, can you tell everyone about the One Company Fund?



Brad Dubin

Kandu Capital/Bloom Senior Living



David Sharp

MidCap Financial Services



Hedy Rubinger

Arnall Golden Gregory

GRAPE: A little over 10 years ago when Benchmark turned 10, we thought about how we would celebrate that milestone. A lot of folks have a big party or whatever, and we decided we didn't want to do that. Throughout the first 10 years, we'd get periodic requests from our associates who were having a crisis in their lives and asking for help. We would do whatever we could, but we didn't really have an organized way to deal with it. So at our 10-year anniversary, we decided to say thank you to our frontline associates by starting the One Company Fund, which is actually a 501(c)(3), so people who donate get the tax deduction.

We have since raised over \$3 million and given away over \$2 million. Associates who have a crisis in their lives fill out an application, and it's sent to a committee of fellow associates. It's not run by management. It's run by fellow associates. A lot of stuff happens in people's lives, and when you're paid hourly and all of a sudden you have an unexpected bill or crisis, it can really disrupt lives. The One Company Fund is a grant. It's not a loan. So each community has various fundraising events, and the company has a couple of golf tournaments. It's been an incredible loyalty builder. We have

a fairly high-level participation through payroll deduction. It's been wonderful.

HARPER: As a company, we have tried to get super intentional about learning what employees have to say about working at Arbor. About 18 months ago, we launched a different way to do the formal staff engagement surveys. Instead of doing an annual or semi-annual survey where everybody is touched, we're doing something on a monthly basis. Our vendor surveys five to 10 employees per month verbally. It's a live person interviewing employees on their cell phones. We get the transcripts of those calls, and they also rank us. We're able to see how things are improving or things may be sliding a little bit on a monthly basis across all of our communities. It gives us quicker insight into some trends that are going on or changes that are happening.

Secondly, my business partner is doing focus groups in a third of our communities the first part of this year and gathering frontline employees to understand what's important to them. She had two key takeaways. One was the sense of appreciation that they could voice concerns when they want to share something. And then it gets back to having the raw tools to do the job. We have

a formal employee recognition program that families and fellow employees and residents chime into. But we're really super intentional about trying to learn.

BOUDREAU-SCOTT: How has the workforce changed in the last five years, and what are some of the challenges you face and solutions that you're employing to deal with that?

NOWOKUNSKI: We probably spend as much time, energy and money today on recruitment, retention and associate engagement as we do on marketing. Ten to 15 years ago, that didn't exist. That's the biggest change with the labor shortage. We take an intentional approach to attracting high quality, passionate caregivers. And it goes not only from the caregiver level, but all the way up. You have to have a plan of attack in order to recruit those people. The passionate, high quality caregivers and people who are strong leaders are very challenging to recruit and retain.

HARPER: The competition has doubled, tripled, quadrupled in some markets. But that pool of executive directors, department heads and frontline staff is about the same that it was five years ago. So they can select

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judd
harper

the arbor
company



Dodd Crutcher
Prevarian Senior Living



Sebastian Brown
RSF Partners



Paul Gordon
Hanson Bridgett

EXECUTIVE DISCUSSION: EMPLOYEE ENGAGEMENT

Competing for talent by intensifying engagement efforts and stressing culture

where they work. That's a big shift over the last five years. There are a lot more folks out there hiring. I read a study last year that said by 2020, we're going to need 1.2 million additional caregivers. That's just mind boggling. You have a lot more fish-ermen fishing in the same sized pond, which makes it very tough. We don't want to hire the person that wasn't successful at another community. We've launched a full-blown website called arborcareers.com. We're putting SEO dollars behind it, pay-per-click dollars behind it and doing Facebook advertising for recruitment with videos. The same energies that go into sales and marketing on a weekly basis are also being put into this whole recruitment effort.

GRAPE: We're trying to find different workforce pools, because there is a lot of recycling with the same old faces. We're exploring with older workers and trying to figure out what to do with the millennials. We're trying to be more proactive. The trick is to find the folks with a calling to the field and not just those who are looking for a job. So many of our competitors just hire bodies, and it's tempting

to do that when you're short staffed. You have to fight that temptation and hold out for people who are passionate.

Our executive directors lead every pilot in the company.

NOWOKUNSKI: I want to add to Tom's statement about the temptation to hire staff just to fill a gap. One of the things that we heard through our listen-and-learns with our frontline staff is that they would rather work short than to have somebody who isn't engaged. We actually engage our associates in the interview process, so they can have a say in who's going to be their partner in what they're doing.

BOUDREAU-SCOTT: We do a lot of focus groups. I had a nursing assistant say, I'd rather work with four of the right people than six of some of those other people. We've seen success with employee referrals. Organizations say

their best employees are those that were referred to them, and when people make a real conscious effort to look at their referral process, being appreciative of getting that referral, telling the person where their friend is in the process, letting them know that they came in for an interview or where they are is meaningful to people. We've had two organizations that have eliminated agency usage by focusing on employee referrals, which I think is fascinating.

GRAPE: It's the employees who are most excited about their job and the company that are the ones who are most likely to say, hey, you've got to come work here.

BOUDREAU-SCOTT: How strategically are you approaching the concept of employee engagement?

HARPER: In a company our size, we can do this, but I personally call every department head on their birthday. I've got one person to call today. And if it's on a weekend, I send them an email on a Saturday or Sunday morning that's personalized to them, because I know most of them. We send all the department heads a \$25



Ken Assiran
Capital Health Group



Jody Boedigheimer
Grace Management



Clark Lyons
Masterpiece Living

check and a note written by someone in our office. All the department heads come together in Atlanta to focus on their specific discipline in our company, so we're engaging them in that.

We've started monthly video calls with our executive directors so they can ask questions. Our executive directors are leading every pilot in our company, so they feel engaged in new processes that we're rolling out or new software that we're rolling out or whatever may be new. We're letting them run that, so it gives them a sense of engagement. We'll have one executive director running a pilot across four or five communities, but that one ED is responsible for it, and then they're reporting back saying, "Yes, I think we should do this," or, "No, based on our group's feedback we shouldn't do it."

NOWOKUNSKI: We've focused on four pillars of success. We believe as a company if you have strong associate satisfaction and engagement, strong resident satisfaction and engagement, and strong family satisfaction and engagement with a high level of quality, your numbers will be there. It's proven out. With associate engagement, similar to Judd, we are very personal in our approach. The home

office knows associates by first name. My partner Jim and I go to the communities all the time. That makes a tremendous difference.

We are intentionally a smaller company so we're able to do that. We're focused only in New England with 17 properties. I don't think we'd ever get larger than 25 properties, which enables us to have that personal touch with the associates and with the residents and families. It makes an enormous difference. We're using a program with pulse surveys for associates. And it's an easy thing where they use a smiley face or a frowny face, and it allows the executive directors and the department heads to see trends. They're out on the floor all the time, but it's hard to touch everybody. We're a 24/7 business. So if you see a trend of frowny faces, what's going on with that associate and how can you engage that associate, ask the right questions, find out what's going on in their life so that we can ensure that they're giving the best possible care that they can be giving? It reaches all the way from the top to the people on the front lines.

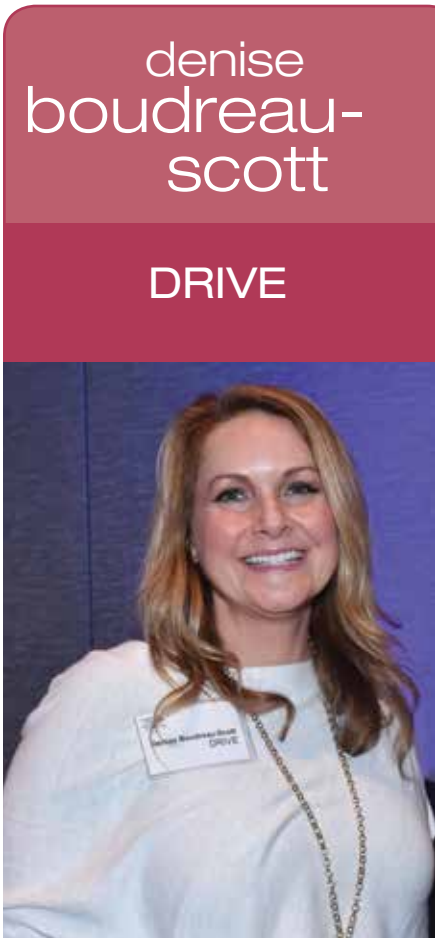
BOUDREAU-SCOTT: I ask this with great trepidation, because I feel that employee engagement is not a

program, it's not any one technology or survey answer, although those can certainly impact it. But are there programs and technology that you're using to promote employee engagement?

HARPER: A program we started last year basically replaces our annual reviews. This is for our support team and our corporate office, and then the executive directors. Seventeen of our executive directors out of 34 have chosen to do this with their department heads as a pilot. It's called Catalytic Coaching. Instead of doing the normal annual review process where you get your raise and your review at the same time, we've divorced the two. You're getting your raise based on doing a good job and the cost of living increases and so forth. We're really focusing on how do we coach and mentor the folks that work with us and the folks that report to us.

It's a three-phase process that you do over three weeks with an individual. You allow the employee to come back and present in a formal, online template what they've achieved, where their struggles have been, and what they want to do. If I work for Wendy, I present it to her. And then she absorbs that, and a week later comes back to me and gives me her

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denise
boudreau-
scott

DRIVE



Micah Gerber

Senior Living Communities



Dustin Warner

Harrison Street Real Estate Capital



James Hands

Salem Equity

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thoughts on me and where she thinks I can focus. A week later, I go back to Wendy and present to her what am I going to do over the next 90 days. And then there's a rhythm of 90-day meetings over the course of the year to just check in formally from this perspective. It has the capacity to fundamentally change how we coach and mentor each other in our company, especially for that leadership role and at the department head role. I don't think you can do this process with all the frontline staff, but we're hoping to better equip the leaders in our communities in terms of how they're progressing and leading.

BOUDREAU-SCOTT: Because who loves the annual evaluation process? People hate being on the receiving end, and people hate being on the giving end. Nobody's happy. There's a great book called *Work Rules* that the head of people for Google wrote. They share research on the importance of separating out those conversations — the money conversation and the evaluation, the growth and development conversation — because people don't hear anything when the

money part comes into the conversation.

In the past two years, what new belief, behavior, or habit of yours most improved engagement in your organization?

The feeling of being heard is so important.

HARPER: The world has changed from a recruitment perspective, from a retention perspective, from a turnover perspective, and from an engagement perspective. We've got to put as much focus on this as we do on sales and marketing, or resident care or dining. Four years ago, it wasn't getting that attention. The most fundamental change at Arbor is we've become super intentional about it. Lots of creativity flows out of that once you commit to saying,

we need to do this fundamentally different.

NOWOKUNSKI: I agree 100 percent with Judd. I think that is a huge shift, and being intentional about it is very important. Nobody sitting in a corporate office has all the ideas. It really needs to come from the communities. We need to make sure that, throughout the organization, we are open and we are willing to listen and respond. The feeling of being heard is so important.

GRAPE: A higher priority for me is getting back into the ambassador and evangelizer role for some of the things that we've done. We're starting to tweak and adjust our purpose statement, our values and so on. Communicating is so important. Associates should consistently hear from the top leadership. We can never forget that.

BOUDREAU-SCOTT: Staff sometimes describe their work as demoralizing. What do you think we can do as a field to change that?

GRAPE: It's about reminding people what it is that we and they are really doing, which is providing care and looking after people's loved ones. It's



David Keaton
Retirement Center Management



Allison Holland
Jones Lang LaSalle



Brett Gardner
Direct Supply

not about the task. It's about what the outcome of the task is, which is stepping in for loved ones. It's reminding people of the calling and the purpose. It's not about the job. It's about the mission. We should keep talking about the mission and the cause and why we're all doing what we're doing.

NOWOKUNSKI: Emotional support and the ability to talk to somebody are critical. We have social workers who spend time with the associates, because it is a tremendously emotional, taxing job. They need to be reminded why they're doing it. We all get worn out at times, but you need to recognize that and give them the emotional and moral support that they need. And whether that's a little bit of time for themselves or talking to somebody, we try and give them that opportunity.

HARPER: We've heard from our executive directors over the last couple of years that they need more resources to help employees when they come to us with any number of needs. Some of the needs can be met financially, which we're trying to do as a company, but a lot of them are emotional needs or they need counseling. We're trying a formal, albeit small, employee assistance program. So when

employees have a need, we've contracted with a third party so that our executive directors, which they asked for, have a resource to say, "Employee, I understand you've got this need. Thank you for sharing it with us. We as a company have a resource for you. You can call this number and do video chats with a trained counselor." It may be financial counseling or some type of emotional counseling that they need.

And the other thing I find a lot of times is the residents are incredibly grateful for what we do, and they are incredibly grateful to the frontline caregivers who are providing the care. Where some of the challenges lie are the expectations, and sometimes unreasonable expectations, of families. They sometimes take that out on the caregivers. We need to make sure our executive directors and our resident care directors are getting in the middle with the family. That's been a big challenge that we're still trying to navigate as a company. We have to be a buffer, so caregivers know they are appreciated, because they are providing great care, but that family doesn't necessarily express it appropriately.

BOUDREAU-SCOTT: For our last question, we're going

to do a fun one. If you could take over the Times Square big screen and you were able to get a message out to millions of people from around the country about working in senior living, what would it say and why?


HARPER: I cheated a little bit. I went to that new website we just launched looking for inspiration. But this summed up what I wanted to say: What if you could make someone's day every day? Find your purpose at Arbor. That's the header on our website.

NOWOKUNSKI: I was inspired, because you gave this question ahead of time. So I sent it out to my associates. The answers that came back are going to be featured in our newsletter that we send to our associates. I've got so many, but I want to just read you two: Imagine the feeling of going to bed at night knowing you did something good for someone today, then waking up the next day and getting to do it all over again. Do good; feel good. And the other one was: Work for those who matter, and matter to those you work for. Create a chapter in your story by being a part of theirs.

GRAPE: How about: Come change lives with Benchmark. ■

tom
grape

benchmark
senior living



Joshua Kocheck

Omega Healthcare Investors



Bob Mercer

Cedarbrook Senior Living



John Mark Ramsey

Sentio Investments

KEYNOTE PRESENTATION: KARL PILLEMER, Ph.D., CORNELL UNIVERSITY

Family/staff partnerships reinforce assisted living quality of care

Education leads to positive engagement and greater satisfaction

Interactions and relationships between family and staff in assisted living that overcome conflict and adversity lead to more positive family engagement and greater staff satisfaction. With communication and conflict resolution education, both families and staff are empowered as partners in improving quality of care.

The Partners in Caregiving in Assisted Living (PICAL) program, funded by the American Seniors Housing Association’s first University Research Grant, focuses on methods to improve collaboration and communication between families of residents and staff at assisted living communities.

Karl Pillemer, Ph.D., Professor of Human Development at Cornell University and the founder of the Cornell Institute for Translational Research on Aging, leads the PICAL initiative.

PICAL is based on a partnership where families draw on their intimate knowledge of their loved ones as whole

persons, while staff through their technical expertise bring insights from day-to-day interactions in providing care. Assisted living staff and families who participate in the program learn how to communicate more effectively with each other, how to avoid problems and how to solve them when they occur.

TWO WORKSHOPS

The program consists of two parallel workshop series with one for assisted living staff and one for residents’ family members. The staff training is primarily structured as an in-service with one- or three-hour options. The family training is structured as a workshop with one- or three-hour options.

It ends with a joint session for families, staff and community administrators, where new community practices and policies are deliberated to promote better family/staff relations.

“We were able to conduct surveys with somewhere around a thousand families

and staff members, and to create a new model program that’s available free of charge. If you simply go to Google and enter CITRA Cornell, you’ll find our website. Then just look for Partners In Care in Assisted Living,” Pillemer explained.

PICAL’s goal, according to Pillemer, is to engage families as partners. “We need family-friendly communities and can’t take it for granted that families are going to work their way in somehow. This requires an active stance.

“Families are critically important in quality care. Study after study has shown that when families are more engaged and more satisfied, residents get better care. Everybody feels better and the community feels more like home,” he noted.

A CRITICAL LINK

Families see the entire person and know the scope of his or her life and personality in a way that staff can’t. They connect the resident with the community outside



Stephanie Piester
JES Holdings



Michael Grust
Senior Resource Group



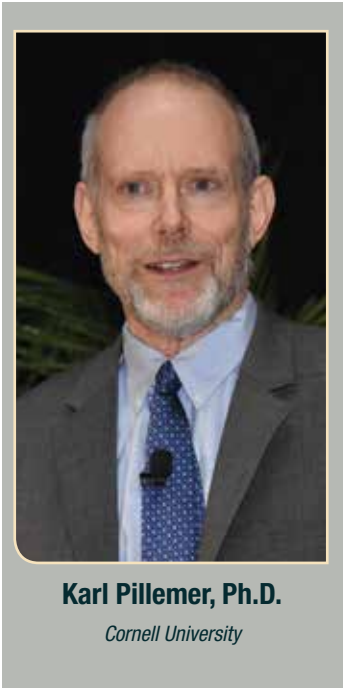
Matt Pipitone
M&T Realty Capital Corporation

the assisted living environment. And they are a critical link to the resident's past, which is particularly important if the resident becomes cognitively impaired.

"They clearly help to meet emotional and social needs in a way sometimes that staff can't. A very important point is that when residents can't, don't or won't, families can affirm and appreciate staff," Pillemer pointed out. "Families can offer affirmation by letting people know that they're doing a good job. And they also are a first line of awareness on relatives' needs. They've known the person over the long term. They can say mom is really different than she was six months ago. And that's a critical role for families."

Family/staff relationships may be strained, however, due in part to sociological differences between primary and secondary groups. Pillemer reported that examples of primary groups are a family, a church group, or a close neighborhood. In some cultures it might be a tribe or an extended-family household.

One of the characteristics of primary groups is they tend to be small. People know each other over long periods of time. They have intimate relationships, so



they know each other deeply. People are seen as unique individuals with their own personalities.

And primary groups allow room for spontaneity and deviance. People accept that, and it's part of their relationships.

In secondary groups, such as assisted living communities or schools, there are shorter periods of interaction, lower intensity relationships, less intimacy, and superficiality. Rules and regulations are prominent.

"Conflicts emerge between families and staff, in part, because of personalities," he said, "but also because we have a classic situation of

a secondary group trying to take over the responsibilities of a primary group.

"So what are some sources of family/staff stress? We uncovered some of them in the studies that we did for this project in our many interviews, but also from other research. One source is family anxiety and hyper-vigilance, where they're over-engaged and over-involved. Sometimes guilt and fear play into this.

"Another problem that families experience, especially when residents move in, is understanding the division of labor. What are they allowed to do and expected to do? If someone needs help eating, should they help? If there are issues with laundry, should they take it home? Staff have the same sense of socio-emotional responsibility. How close should they get, and what's their role? That confuses people," Pillemer commented.

CONFLICTING VIEWPOINTS
Conflicting viewpoints may initially lead to negative attitudes between staff and families. Staff from traditional cultural groups may not understand why someone would move a parent to assisted living. They

continued page 12 >



James Gray
Bridgewood Property Company



Nina Cohn
Sunrise Senior Living



Steve Blazejewski
PGIM Real Estate

continued > KEYNOTE PRESENTATION: KARL PILLEMER, Ph.D., CORNELL UNIVERSITY

Family/staff partnerships reinforce assisted living quality of care

may assume they would care for that person at home, so this may lead to a negative attitude.

Some families see staff as maids or as little more than servants and have negative attitudes. “It’s a classic situation where conflict and communication difficulties can arise,” he observed. “There’s a lack of empathy for the other group.”

Pillemer stressed the importance of recognizing ethnic and social class barriers when staff and families interact. In many assisted living communities, almost 100 percent of the residents are white and are middle, upper-middle or upper-class individuals. Most of the staff are low-income, non-white and very often immigrants.

“It doesn’t take a sociologist to tell you that you’re going to have to work on communication in a setting like that,” he commented. “Nothing is more stressful for people than direct face-to-face confrontation with someone in your face, yelling at you, blaming you, confronting you with something. That kind of event is quite unusual in most jobs.

“Among people who do direct-care work in elder-care, it’s a very frequent occurrence. It may occur as often as weekly, or sometimes multiple times a week where a family member, a resident, a staff person, even their supervisor are arguing with them and engaging in direct interpersonal conflict. Handling that requires unusually sophisticated interpersonal skills, and we don’t give those to people.

Communication skills have transformative value.

“But we send them out without training. We don’t give them any of those tools. Simple communication skills and active listening skills have transformative value,” he contended.

A COMMON VISION

The goal of PICAL is to create a common vision, enhance empathy and

nurture mutual respect between the two groups. PICAL training manuals provide an overview of the goals and activities of the program and describe all the exercises in detail. They also include handouts and other resources and materials designed to help with the delivery of the program.

Those implementing the program should have experience conducting educational programs in their assisted living communities, as well as prior experience working with residents’ families. Support from assisted living administrators is critical to the program’s success.

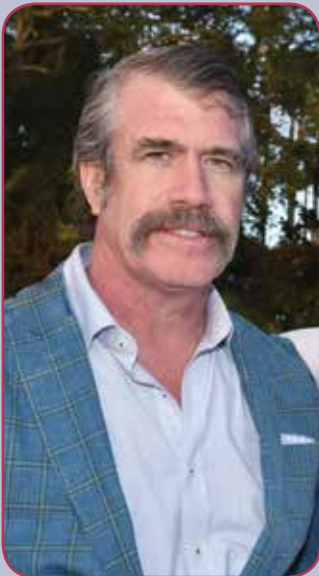
There are two options for conducting PICAL education:

Option One includes two one-hour training videos for facilitators. One is designed for staff in-service training, and one is used for a family workshop. The videos are accompanied by a training guide, which provides background about the PICAL program, instructions for using the video, and handouts.

Assisted living staff and residents’ family members attend separate workshops



Kelly Sheehy
Artemis Real Estate Partners



Scott Stewart
Capitol Seniors Housing



Sarabeth Hanson
Harbor Retirement Associates

and view slightly different videos. Each video has approximately 30 minutes of lecture. Instructions are provided for stopping the videos at several points so a facilitator can lead a guided role play and discussion. This option does not include a joint session for staff, families and the administrators of the assisted living community to jointly participate at the end of the program.

Option Two provides a more in-depth training manual (without videos) for facilitators to lead longer sessions with assisted living staff and residents' family members. Similar to the one-hour option, this option includes parallel workshops for staff and family members. However, both these trainings are three hours in length.

The basic curriculum is similar to the one-hour option with the addition of more skill building activities and practice exercises. This option also includes a joint session with staff, families, and the administrators of the assisted living community at the end of the program. This final session provides administrators with a unique opportunity to learn how staff and families perceive the community and allows them to participate in

brainstorming policies and practices to better family-staff relations.

To receive more information about the free-of-charge PICAL training options, visit: citra.human.cornell.edu/pical. Dr. Pillemer is in the process of writing a *Special Issue Brief* on this important research for the ASHA membership.

"For family participation, most communities would do it in an evening, say 5:30 pm to 8:30 pm with pizza, or they would do a Saturday morning or a Sunday afternoon, inviting all the families. For staff, they sometimes break it up, so it might stretch over several weeks in one-hour sessions. It's very flexible that way," he said.

"It teaches primarily simple, but extraordinarily profound communication skills. After a discussion about a resident's lost laundry," Pillemer continued, "a staff member can say I'm going to check on that, and the next time you visit I'll talk to you about it. Is that your understanding? Takes fully 40 seconds, and transforms these interactions into something very different.

"Similarly, instead of saying to a staff person I don't know if people here are lazy or dumb, but my father's medications are always late, families learn to say when my

father's medications are not delivered, it makes me very anxious and very worried about him. I'd like to work together with you for a solution," he added.

SHARING PRIORITIES

Values Line is a PICAL exercise where participants organize their priorities along a spectrum ranging from not important to very important.

"We ask people to get up and use that line in terms of how much they agree or disagree with certain values," Pillemer reported.

"The first one might be residents should be neat and clean at all times. Imagine, if we say to a family member, how strongly does staff value that? And then we ask them to discuss it. What they always find out is their values are actually very similar, that they're really on the same page," he relayed.

How effective is PICAL? Twenty assisted living communities were divided between a treatment group and control group. A pretest baseline assessment was conducted and after about eight weeks another assessment was completed after the program ended. All staff and all families in the communities were assessed, because this is an organizational intervention.

"This is as close to a gold standard design as we

could get, where you have pretests and post-tests over time," he said. "You control for changes that might have occurred, because you have a treatment group and a control group.

"One of our scales was over the past month, how often have you had conflicts with staff or families, depending on which group you were in, over the following issues? And there were actually about eight issues. Examples are laundry and clothing, administrative rules, meals and so forth.

"Those went down rather dramatically and were statistically significant in the treatment group. And so over this period of time, families reported a strong reduction in the amount of conflicts they had with staff, and the frequency and the amount of daily hassles. But we found an even stronger response among staff for a decrease in conflict. Staff also reported better wellbeing. They just felt better about things in general. And that's a pretty powerful finding.

"Most families felt the training was helpful. Almost everybody would recommend it to someone else. And they pointed to specifics. Their appreciation of staff increased. And very similar findings were also found for staff," Pillemer reported. ■



Leigh Ann Barney

Trilogy Health Services



Steve McGee

Contemporary Healthcare Capital



Mickey Fisher

WR Companies



Joanie Williams

Watercrest Senior Living



(left to right): **Debra Cafaro**, Ventas, Inc.; **Dan Pink**, Author

CURATED CONVERSATION WITH DAN PINK AND DEBRA CAFARO, VENTAS, INC.

The hidden patterns and energy levels of the daily work cycle

How to make time an ally rather than an enemy

Looking for advice on achieving maximum performance and productivity? There's no end to the archives loaded with how-to tomes.

Answers on the science, however, of when to tackle a new project, give a big presentation, or schedule a major meeting for optimal results are scant at best.

Author Daniel Pink and his team of researchers spent two years analyzing an emerging body of multifaceted, multidisciplinary science on working smarter and living better. In *When: The Scientific Secrets of Perfect Timing*, he shares his findings on understanding the hidden patterns and energy levels of the daily work cycle, along with how to manage activities throughout the day and organize routines to reach peak output.

After he reviewed some of the key points from his work on making time an ally rather than an enemy, Debra Cafaro with Ventas, Inc. joined Pink to discuss how the science of perfect timing applies to senior living.

RHYTHMS OF THE DAY

Pink led off by tracing the rhythms of the day, when people typically experience an emotional peak at the beginning of their morning followed by a trough in early afternoon and then an energy recovery late in the day.

This pattern was identified and validated by Cornell University sociology researchers who studied more than 500 million tweets that 2.4 million users in 84 countries posted over the course of two years.

They fed the posts into a computerized text analysis program. It found a consistent pattern where language revealed that tweeters felt active, engaged and hopeful in the morning before their mood dropped in early afternoon and bounced back in early evening.

Pink cited another study by Daniel Kahneman, who won the Nobel Prize in economic sciences. He helped invent the Day Reconstruction Method, where hundreds of people kept hour-by-hour diaries tracking their activities and state of mind. Here

again, the research identified a pattern of peak, trough and recovery.

"Over and over again, no matter what the discipline is, no matter what the methodology is, you see this pattern over the course of a day in our mood," he emphasized. "It goes up. It goes down. It goes back up again. That's mood."

To determine whether and how the time of day influences emotional tenor, three business school professors analyzed more than 26,000 earnings calls from more than 2,100 public companies over six-and-a-half years using linguistic algorithms similar to the ones from the Twitter study. And they also investigated whether there was a link between the executives' demeanor and the price of the companies' stock.

"Here's what they found," Pink revealed. "Afternoon calls were more negative, irritable and combative, leading to temporary stock mispricings for firms hosting earnings calls later in the day. Even if you control for the fundamentals, you're

going to have a negative mood if you've missed your earnings significantly. You're going to have a negative mood if Amazon has suddenly entered your industry. But even if you control for the fundamentals, the calls in the afternoon were more negative and irritable than calls in the morning, and it affected the stock price.

"Here you have hyper-rational people in high stakes environments. But their performance was affected by this pattern of the day," he continued. "It's so extreme that these researchers, who hate giving out any kind of prescriptive advice, said, 'An important takeaway from our study for corporate executives is that communications with investors, and probably other critical managerial decisions and negotiations, should be conducted earlier in the day.'"

OBLIVIOUS TO TIMING

Pink's research confirmed that during the course of a day, "we're moving through time with forces that are acting on us. We're oblivious to them generally, but they're having a huge effect on our mood and our performance.

"What do you do about it? We tend to be very intentional about certain aspects of our work. But when it comes to when we do things, we don't take it seriously," he continued. "Think about how we schedule a meeting. It's all about availability and convenience. That is a gigantic mistake. These decisions have a material consequence on how we feel and how we perform. We have to take them more seriously. Here's a way to do that."

Paying closer attention to "when" starts by acknowledging that people don't experience a day in precisely the same way. Everyone has a chronotype — a personal pattern of circadian rhythms that influence physiology and psychology. Some are late chronotypes who don't begin peaking until late afternoon or early evening.

Others are early chronotypes who feel energized during the day, but wear out by evening.

"Most people, basically four out of five, move through the day in the pattern of peak-trough-recovery," Pink observed. "Late chronotypes are completely discriminated against in the corporate world. They move in reverse order: Recovery-trough-peak. You have to figure out which of those you are. But once we do that, we can begin to systematically figure out how to do the right work at the right time.

Be more
deliberate
when
scheduling.

"In the peak, which for most of us is the morning, we are better off doing analytic work that requires heads down, focus and attention. During our peak, we are vigilant. We are able to bat away distractions more easily. That makes it the ideal time to do work that requires focus and some amount of cognitive intensity: Writing a report, analyzing data. During our peak, we should be doing analytic work.

"During the trough, which is early-to-mid afternoon, we should be doing our administrative work, the work that doesn't require a heavy cognitive load. This might be answering routine email, having that meeting about the travel voucher policy, or filling out reports," he suggested.

As the recovery period begins in late afternoon, "we have higher mood, but we're less vigilant than we are during the peak. That combination is actually really powerful. If we're in a good mood, and we're less inhibited, that makes it a very good time for certain

kinds of iterative creative work, like brainstorming. Researchers have found people do better at what are called insight problems, problems that are heuristic, that have non-obvious solutions, during their non-peak times. They call it the inspiration paradox," he explained.

Research shows that time-of-day mood deviations explain about 20 percent of the variant in human performance during workplace tasks. "We like to say timing is everything. This research doesn't say timing is everything, but it does say it's a very big deal," Pink commented.

INTENTIONAL SCHEDULING

Knowing that when people work is just as important as the work that they do, he stressed the need to be more deliberate and intentional when scheduling individual, as well as team activities.

"When we schedule things, we don't think of that as a strategic decision. We think of that as an administrative decision about availability and convenience. Time of day has a material effect on how people perform," he reiterated.

"For your own work and when overseeing the work of others, move the analytic piece to the peak and the insight tasks to the recovery," he recommended. "That simple move is going to give you more productivity and more creativity.

"What we're talking about here is improving our odds. If someone has a 35 percent chance of being a high performer and that person moves the right task to the right time and that ups it to a 42 percent chance of being a high performer, we're improving our odds and turning the dial a little bit more in our favor," he observed.

Troughs constitute a significant portion of the work day. In order to maintain

continued > CURATED CONVERSATION WITH DAN PINK AND DEBRA CAFARO, VENTAS, INC.

The hidden patterns and energy levels of the daily work cycle

debra
cafaro

ventas, inc.



productivity during this period when energy levels backslide, Pink favors the power of restorative breaks. “We underestimate the power of breaks.”

THE POWER OF BREAKS

“When we make decisions, we often have a default,” he pointed out. “The default usually is no. When are we willing to overcome the default? Early in the day and immediately after breaks, because breaks have this power that is quite remarkable, and we’ve undervalued it.

“We should be taking more breaks, and we should be taking certain kinds of breaks. I’m convinced the science of breaks is where the science of sleep was 15 years ago. That’s about to crash through the surface and change the way we think about what we do during the course of a day.

“What we know about the right kinds of breaks is, number one, something beats nothing. You’re better off taking a two-minute break than not taking a break at all,” he asserted.

“Two, moving beats stationary. You’re better off moving at your break rather than being sedentary.”

His third point was social beats solo. “This is interesting,” he maintained. “When you take a break with someone you’ve chosen, not who’s been foisted on you,

that ends up being more restorative than taking a break by yourself. And outside beats inside. The replenishing effects of nature are pretty spectacular.”

Finally, fully-detached is far better than semi-detached. “Leave your phone on your desk and don’t talk about work,” Pink advised. “Don’t think of breaks as a deviation from work. Think of them as part of work. You have to be intentional. You have to treat them with the same reverence with which you would treat meetings. Breaks are part of our performance. They’re not a deviation from performance.”

He summarized his outlook on timing by asserting that “we have to start taking these questions of when we do things seriously. We risk leaving a lot of our wellbeing and a lot of our intellectual and creative capacity unfulfilled, because we’re making timing decisions in a loosey-goosey way. If we start making them in a smart, strategic evidence-based way, we can work smarter and live better.”

SENIOR LIVING LESSONS

To learn how Pink’s research can specifically benefit senior living organizations, Debra Cafaro with Ventas, Inc. posed a series of questions.

“Providers have large pools of employees who are 24/7 caring for frail seniors. What do we do to help

the on-site staff that has a lot less control over when they do things? How do we help them become higher performers and take advantage of what we now know when there are very prescriptive things that have to happen around the clock?” she asked.

He turned to the concept of chronotype, which is based on whether someone is a morning person or an evening person. “That sounds a little folk wisdom, but there’s a whole field of science called chronobiology, chronotime, study of life that looks at our daily rhythms and patterns.

“When you’re scheduling, take people’s chronotype into account. You can measure chronotype very easily. There’s a back-of-the-envelope way to measure it, and there are assessments too. You’re going to have much more synchronization between the type of the person and the time of day. That’s something that, to my knowledge, almost no organization does. Yet it’s an important part of that individual’s performance.

“Number two, you need to be much more intentional about breaks. You might want to consider more breaks, but shorter. Start educating people about the importance of detachment during breaks, the importance of movement during breaks, the importance of autonomy during breaks, the importance of sociability during breaks. You have an education role to help people take a better break.

“Caregiving is very, very difficult work and obviously there are issues with retention. If you can help people craft the job in a way that is consistent with who they are and what we know about this, the more likely they’re going to do good work, the more likely that they’re going to stick around. But there’s

an education role that you have to have here in helping people observe their behavior and helping people understand what it is to take a break. It's not an expensive intervention. What's interesting about some of the research, especially in schools and other settings, is that these time-based, when-based interventions end up being extraordinarily cost effective," Pink reported.

Is there a better time to schedule the traditional morning stand-up meetings to review residents' status and other operational concerns? And Cafaro also wondered when is the best time to focus on sales and marketing activities? "Should we change the rhythm of a building, which is very ingrained in our behaviors as an industry?" she queried.

Using tracking technology to determine movement in the course of a day is one way to analyze patterns and opportunities to improve staff efficiency. Pink contended that "leaders today have to be more scientific in the sense they have to do what scientists do, which is have hypotheses and run experiments. For instance, you might have the morning stand-up one week and not do it the next week just to see what we think about it.

"Rather than saying, 'Oh, I'm the leader. I have all the answers,' you have to say, 'I'm the leader. I have the right questions, and I'm going to experiment my way into the answers,'" he said.

Cafaro pointed out that senior living operators tend to recruit and attract people who have a strong mission orientation. "Can you give some insights on why people are motivated to come to our organizations and stay? What can we learn from the research that helps us with our important employee base?"

He referred to research that shows there are limits to

certain motivators, known as if-then motivators. If you do this, then you get that. Those may work in the short-term, but over the long haul they end up fading.

MOTIVATION ELEMENTS

The three elements that are most effective in triggering motivation, he observed, are autonomy, mastery and purpose.

"Let's take autonomy. You can give people a bit more autonomy over maybe their scheduling. One of the really exciting areas of research in this particular domain is this theory of job crafting. Even in relatively low-paid work that has a lot of confines to it, if you give people room to tailor the work in a way that's meaningful to them, they are much happier and stick around longer," Pink reported.

"If you give the individual a little room, he or she is going to figure out a way to craft the job that's right. It could be simply wearing a certain piece of clothing along with their uniform," he continued. "It could be doing something out of the ordinary for a particular person who you're caring for, so that small amount of autonomy and job crafting can go a long way. You want to work the margins and recognize that human beings are self-directed, and the human beings who are delivering this care to frail seniors are as self-directed and concerned about autonomy as a software engineer at Google.

"Mastery. Research shows that the single biggest day-to-day motivator on the job is making progress in meaningful work. The days that people are making progress are the days they're motivated and the days they're loyal. What can you do to help the people who are delivering the care feel a sense of progress? What that means is perhaps more rapid feedback, seeing the impact of their work," he suggested.

Purpose, he acknowledged, is one of senior living's most prominent attributes. "One of the challenges of organizations where they have purpose baked right in is they don't talk about it enough. There's a lot to be said for bringing that sense of purpose to the surface. The research on purpose as a motivator is powerful. It's extraordinary.

"These three elements — autonomy, mastery and purpose — are imperative to make these jobs better. I saw where there's a projection that a year from now, the unemployment rate is going to be 3.5 percent. The unemployment rate hasn't been 3.5 percent in this country for over 60 years, almost 70 years. That is an extraordinarily tight labor market where people are going to have a lot of choices and a lot of mobility. If you don't start making these jobs valuable, meaningful and autonomous with opportunities for progress, people are going to bolt," Pink warned. ■



dan
pink



Margaret Wylde, Ph.D., ProMatura Group

SENIOR LIVING RESIDENT FORUM

The push and pull: Events and decisions behind the move to senior living

Residents tell why they thrive in new homes with new lifestyles

What were the events and decisions that led to calling a senior living community home?

Was there a pressing need to relocate, or was there an enticing attraction?

What factors were involved in choosing a specific community?

Was it difficult to adjust to community life and engage in new social activities?

And what would make senior living communities more appealing?

Eleven residents from several independent living and assisted living communities participated in a forum where they looked back on their experiences and traded perspectives on their day-to-day lives. Dr. Margaret Wylde with ProMatura Group moderated the session.

WYLDE: Tell us a little about yourselves and how long you've lived in your communities.

RESIDENT: I'm a retired nurse. I've been at my facility for a year-and-a-half. I

like quilting, and playing Uno and other games.

RESIDENT: I have been in assisted living for over seven years. I was in two communities: One for five, and the other for the remainder of the seven years. The reason I moved from the first one was because my daughters were caught up in traffic trying to help me back and forth, back and forth. So when our place was built, I said oh, another move, because this is my 21st home. I wasn't in the military. But I do enjoy it, and I'm very glad to be here today.

RESIDENT: I'm from Connecticut. I was in banking and moved to assisted living on December 18, 2015. I'm enjoying it, but it's hard to get used to it. It's like the last phase of your life. But we're having a good time, and it's a pleasure to be here.

RESIDENT: I was able to retire rather young, and I'm grateful for that. I was in accounting for 20 years, and then the last 25 years was an executive assistant.

RESIDENT: We're from Pittsburgh, PA. I was a high school English teacher. I taught the seniors, and they had to write the dreaded research paper, but we all got through it. And now we're living in a retirement community. We came as snow birds to investigate it and then later purchased some property there. So we've been there 17 years.

RESIDENT: I'm an accountant. I'm known in the village as my wife's husband. We did come down as snow birds and did a lot of research, so we were quite familiar with the community when we moved in as permanent residents.

RESIDENT: I have been retired for better than 15, 20 years, but I've lived in our community for almost seven years. I was in administration in offices. Presently, I have a wonderful balance of volunteering and my hobbies, which are reading, painting and gardening.

RESIDENT: My husband and I have been married for 58

years. Recently we sold our home, one of many homes we've had over various places we've lived, and moved into independent living in a new facility. We've enjoyed it so far very much.

WYLDE: Was your move a push or a pull? Did you feel you had to push yourself out of your home, or did the community pull you in?

RESIDENT: My husband came down to Florida for a conference at Disney. We drove around and found a place we thought we might like. Then we started searching other places, so that was the push. And the pull was that we did find a place that would meet our needs when we were healthy and as we grew a little older. Push and pull.

RESIDENT: Definitely a pull: The golf course in our village, the weather. We came from Pennsylvania. Winters are tough. I didn't like shoveling snow. So we started out as snow birds, and then after I lost my eyesight—I'm legally blind—we moved in permanently.

RESIDENT: Ours was definitely a pull. We were looking for a new adventure, and we were looking for something that would provide us with a stress-free environment. So definitely it was a pull.

RESIDENT: I don't know if I'm a push or a pull. We decided in two days, because of health concerns, to move to assisted living. My sister looked for a place for us, and she saw this bus pull up in front of a church service with people getting out with their walkers. It didn't have a name on the bus, so she went and spoke to the driver, and that's how we found our place. We looked at two others, but the place we decided on was nice and light and bright and cheery. We felt comfortable there, and people greeted us nicely. We had a nice tour of the facility. The other place was a little dark and gloomy, and that was not my lifestyle.

RESIDENT: I came from a hospital and nursing home

and then into the independent living. I had come from a family where my grandmother and an aunt had signed themselves in willingly, and I knew that I was going to at some point. This worked out very well for me. My daughter is five minutes away.

We were
looking
for a new
adventure.

RESIDENT: My experience is also a push and a pull. I was pushing myself about getting out of the crazy corporate world out there. Either I had to leave, or they were going to carry me out. So I visited a family member in the community that I went to, where I actually reside. After three days of being there, this is for me. And then as soon as I moved in, I was able to take a couple of months to find myself. Being in the corporate world, all you do is you work and work some more. I had to acclimate myself to the new environment. It took me a couple months to do so, but after that, it's been full speed ahead.

RESIDENT: I've been pushed. I had been a hospice volunteer for many years. When I became a widow, I realized I was in the same boat as some of the people I had met, where family was making decisions for them, and they were not always happy. So for a year or so I tracked my expenses at my three-bedroom, quarter-acre home. I realized that this is not working, because how many bales of peat moss could I carry? I sought out a living arrangement, and it's worked out just beautifully.

RESIDENT: There was a little bit of a health push. I

had sleep apnea and restless legs. I decided it wasn't the best thing when I was conducting a counseling session to fall asleep or to have my legs jumping all over. But the pull is the community. We looked at a number of them, but the community we looked at with the activities and amenities really was appealing.

RESIDENT: I was married to this wonderful man, and all of a sudden, he became quite ill. Of course, I thought I was Florence Nightingale. I was going to take care of him and nobody else could do that, which was very stupid. I wore myself down to the bone and became quite ill. Then he did pass away. I have four children. My two sons live out west, and my two daughters live in Florida. My two daughters said, mom, we know exactly where you should go. I said all right, you go and look. Don't bother me with it, because I'm not going to run around looking at places. They found the first place that I stayed at. It turned out to be quite lovely. I was heartbroken, of course. I was very sad about giving up my home. I was convinced as she drove me down here that oh, this is the end of the end of the end. But when she took me into my apartment at this first place that I stayed, she had already moved all of my personal things and had the draperies up. When I walked in, I said these are my things and this is my home. It just won me over. If people are reluctant, if you can just go in there ahead of them, just even 24 hours before, and put things in there, then they really will say oh, gosh this is my home.

WYLDE: Who else had family involved in your decision making?

RESIDENT: Our grown children said we should not go to a retirement community, because we were too young. And then they came and visited the community

continued > SENIOR LIVING RESIDENT FORUM

The push and pull: Events and decisions behind the move to senior living

and helped us find an apartment. Quickly we weren't too young anymore. And they've been back frequently and are as happy as we are that we have settled here.

RESIDENT: I had a family member that lives in the community. I had visited on one my short vacations, and of course they were very proud of the community. They took me around in the golf cart to show me everything that was going on and so forth. After the third day, my wheels were just a running. I asked her, can we talk finances? I went home afterwards, did my due diligence to find out where all the funds are sitting. Of course, you're not organized, because you're not thinking about retiring at that point. After doing the due diligence, I found out I can do this, and I'm going to do this. I never regretted it. So it was a family member that brought me into the community.

RESIDENT: My sister came to visit me. I had just gotten out of the hospital, and I wore myself down taking care of my husband. He had several strokes and two seizures.

She knew I couldn't stay at home without help every day, so that's how we moved. I decided in two days. It's wonderful. I don't have to cook and clean.

WYLDE: Are you more socially active after moving than you were before you moved?

RESIDENT: No. I played golf and was very social before. I'm still social, but not as much.

RESIDENT: It's so much easier to be involved now, because of the convenience. Everything is close together. I used to have to drive a mile or so to go to yoga. Here, I take the golf cart to all the activities, so you can do much more in the same amount of time. And you see the same people over and over again every day.

RESIDENT: Because of health issues that we were dealing with, we were living in a nice gated community with lots of nice neighbors, but we began to feel isolated. There were days that went by that I literally saw no other human being other than my wife, so we decided to sell our house. We thought about

apartments, but we said it's going to be the same thing there. We looked for a senior living community where we could meet new people. What we have found in the month that we've been there is I have made more friends than probably in the last seven or eight years. In talking with the other people who moved in, most of them moved there because of that reason. They were single, mainly single women, but they were feeling isolated. They were in their nice home, but they had no human contact. It makes you get up and want to go out of your apartment, because you're going to meet very nice people. You're going to meet staff that's friendly, and you're going to see other residents.

RESIDENT: My daughter looked around at a few other places, but this one seemed to be the best facility. It was very close, and that's been a very important factor.

RESIDENT: The reason I moved to this one, because I did like the other one that I was in very much, was



Tony Crooks
AEW Capital Management



Roosevelt Davis
Fannie Mae



Sandy Cooper
Principal Senior Living Group

because of the traffic situation. It was more convenient for my daughters, because they're both very active women in sports and in schools. To tie them up traffic-wise was rather unfair. I thought, well, I'll go over to this new area. And I'm not sorry I did, because it's quite lovely.

RESIDENT: For me, it's location, location. It's near my sister and my brother-in-law, and we chose it because, as I said before, it was light and bright and airy. It's important at this time in your life to be social for your memory, for your well-being. We liked the area, so that's why we moved here.

RESIDENT: There are some people who will go into assisted living, but you will never make them social. They were born that way, they grew up that way, and they're very happy. So to force them into doing activities that they don't want to do is very foolish. There are just some people who are very private, and they're happy with that situation. Then there's others who are bubbly and have to get into everything. You get such a variety that it takes the patience of a saint to run one of these assisted living facilities.

RESIDENT: Family lives close by, and they are much older than I am, so I am there to care for them also. But it's also a comfort to me, knowing that a family member was close by. It didn't take too long after I was there to be introduced to what we refer to as a lifestyle department. All kinds of different programs happen weekly, and then we have special events. There's all these activities, plus the volunteering within the campus itself that is available. I never had time before, and I didn't know what volunteering was, but I know now.

The friends
we met
became
family.

RESIDENT: We found that the friends we met became our family. That's a very special thing with a new lifestyle. We have new friends.

WYLDE: What else do you like about your community?

RESIDENT: I like the community, because we can be active. I still play golf. Everybody knows my problem, and

they all help me find my ball. We've volunteered for five or six years, maybe seven years. There's no more rewarding experience than volunteering. So the chance to stay active and try to stay out of the nursing home for an extra year or two was what brought me here.

RESIDENT: I looked at several of the facilities in the area. I chose where I am now, because of the sunny living room and cross-ventilation with the windows that I could open. My golf cart's right outside my door. It's like this is home.

RESIDENT: We have found that the staff in our facility is just unbelievable. They are so connected to all of us and we to them. It's just a real family feeling. That's the main thing that stands out in our minds every day. Those who visit us, friends of ours, notice that, too. That's really a fine thing that's occurred in the training there.

RESIDENT: I'm more of a numbers, money kind of guy. There were three factors that led me to select the place that we're in. The first is the cost and the pricing model. The second thing is they had apartment options that met our needs. And for us, primarily, we were looking for something that had

two bathrooms. And the third thing was the community architecture, as I would call it. It has everything in one building. We don't have to go outside for anything except to swim. We were looking for a small community, less than a couple of hundred units with a few floors, like three or four, where we could actually walk up and down the stairs and not have to wait for elevators. But it does have elevators. And then finally, the community had to have independent living, assisted living, and memory care, because these things may be needed in the future.

RESIDENT: There were probably three factors. One was all the amenities. That was a deciding factor. The second would be that most everything is on ground level. We visited friends about a year ago who live on the 15th floor of an 18-story retirement community. I said to my wife, if I lived here I'd spend a year of my life just waiting for the elevator going up and down. The third thing was the convenience. We have a grocery store, my bank, a doctor who's right outside the gates where we live, and so I put more miles on my golf cart than I do on my car nowadays.

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Robb Chapin
Bridge Partners



Kathy Sweeney
Blue Moon Capital Partners



Keith Ashburn
12 Oaks Senior Living



MJ Ritschel
Kisco Senior Living

continued > SENIOR LIVING RESIDENT FORUM

The push and pull: Events and decisions behind the move to senior living

WYLDE: If you redesigned your apartments, what would you add or what would you change? And what kind of amenities would you like to have that you don't have now?

RESIDENT: In my apartment they had a stackable washer and dryer, which is just absolutely wonderful. I don't have to wait for somebody down the hall. The size of the rooms and the living room space where you can entertain friends is also nice.

RESIDENT: Outside of the bedroom, I probably spend more time in my kitchen than any other room. There are apartments or homes that have larger kitchens. Ours does not happen to have a very big one. So I would like to have a larger kitchen.

RESIDENT: It was important to me that the dining room is open from seven to seven at night, so I could sleep later in the morning if I wanted or go down for meals at any time. Also, a washer and a dryer in the room and a microwave was convenient.

RESIDENT: I wouldn't change anything. I have a very large kitchen. My sister lives with me, and she is the baker and

the cooker, and she's happy. That makes me happy. We have two bedrooms, a bath-and-a-half, a den. I have my own front loader washer and dryer available to me, a golf cart right outside the door, and my car is about 20 steps away under a car port. I wouldn't change a thing.

RESIDENT: I would change the thermostat in my room. It's very difficult to operate. As we get older, our eyesight isn't as good.

RESIDENT: One thing I would like to see changed, and I think it'd be good for all retirement communities, is to have more vegan options on the menu. We eat a whole food, plant-based diet, and 20 years from now we think there's going to be a lot more people eating healthy diets. I've been after our chef with not much success to give more healthy menus.

RESIDENT: Our washer and dryer controls are really high. Our microwave is high, and we can hardly reach it or see the dials. So that has to be brought down.

RESIDENT: I would change the speed at which our environmental services department is able to come to our

apartment and fix something. Perhaps the community could hire a few more people in that department. I would also change the communication from administration to us. Reliable and honest information, whether they think it would bother us or not. We're intelligent human beings. We might be a little bit older, but we can handle dilemmas. We'd like to have honest information, good or bad.

WYLDE: Were there any surprises after you moved in?

RESIDENT: I was surprised at how friendly everybody was and how welcoming they were. There was a person who did the welcome wagon kind of thing, but then the neighbors were all over and very friendly.

RESIDENT: My biggest surprise was when we moved in, you did not have access out the back gate to the shopping center. And then all of the sudden they made an arrangement where we can now drive with our golf carts over to the shopping center where there's a grocery store, three banks, five or six restaurants, and we can exist almost with a golf cart.



Sarah Nixon
CNL



Loren Shook
Silverado



Kevin Murray
KeyBank Real Estate Capital

RESIDENT: I was surprised at the amount of stress that we had in downsizing, to get rid of so much furniture. Second was just the moving in and trying to set up the apartment. We brought too much. Not only did we have to move in, we had to move stuff out. I was surprised at how much stress that there was on both of us. I didn't expect it.

RESIDENT: One of the things that surprised me the most was the difficulty in finding a new dentist and a new doctor. We all have medical issues, some less and some more. And it was the neighbors and friends who you started to rely upon to give you inside information as to where to go. And even then, sometimes it's hit and miss. That was quite stressful. My suggestion to all new people is go find a doctor while you're healthy, so that they know when you're really sick they can tell the difference.

RESIDENT: I had visited the apartment that I was going to move into. I had taken pictures of everything. I knew where every electrical outlet was. I knew the dimensions of my furniture and what I could take and not take. Everything that came on that moving truck was in place that evening, at midnight, but it was in place.

I knew exactly what to take and what to leave behind. It was very stress-free, and I recommend that to anybody.

I was surprised how friendly everyone was.

WYLDE: How could you avoided the stress? What would have helped you?

RESIDENT: A visit from the administration when we moved in would help. We were on our own except for neighbors. One woman, who was an ambassador, came to our home with a packet of information. We got to know her. This packet of information helped acclimate ourselves to the community. The marketing department welcomed us, and we never saw them again. The big thing when you move in, when you're new, at least for me, was we were on our own. I would hope that administration would come and help us acclimate better to the community.

RESIDENT: I feel the communication is very important, especially if you come from another area. You need a list of referrals, let's say for doctors and dentists and so forth, because on your own it's very difficult to find them. Many of the people that live in assisted living are not local. I would say three-quarters of the people in our building are Yankees or are from the west.

RESIDENT: The one thing that would have helped me is if the community that we moved into could have provided us with a floor plan that was scaled and had the dimensions on it. They didn't have such a thing. I had to literally go in with a tape measurer and measure things out. In fact, I don't know why, with the technology we have today, why you could not have software that has all of the floor plans in them to scale, and you just simply bring your dimensions for your furniture, load it in, drop it in, and you can play with it. Even if the facility would provide somebody who would sit down with you and do that, it would really help reduce the stress of what can I bring and what can I not bring.

WYLDE: Many of you mention being close to family as being very

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Colleen Blumenthal
HealthTrust



Derek Zeller
BMO Harris Healthcare
Real Estate Finance



Joel Nelson
LCS

continued > SENIOR LIVING RESIDENT FORUM

The push and pull: Events and decisions behind the move to senior living

important. However, if that was not the case, and your family was hundreds of miles away, how would that have factored into your decision?

RESIDENT: We would like very much to be closer to our children in Pennsylvania, but in the summer time, or in the winter time, they're all in school. They're all working. I'd be sitting there watching television every day. So we made the decision based on wanting to stay active.

RESIDENT: We have a daughter in Los Angeles and a son in Minneapolis. No matter which one we would have moved to be close to, we would have been far away from the other one. Since I had been working here in Florida, and my wife really likes warm, we no longer wanted to be in Minnesota 20-below weather. The kids have accepted it. We still get together frequently.

RESIDENT: We just go and visit them. We bother them.

WYLDE: This will be our last question. What advice do you have for developers, owners and operators? What could they do to either make

the building better or the system better?

RESIDENT: Get a good architect.

RESIDENT: Have a learning center. Nowadays with the technology, iPhones, Google, a place where they could go to classes or something like that.

RESIDENT: I need a little more room. We have twin beds, because my husband needs to sleep separately. There's no room for twin beds. We just need maybe a few more feet.

RESIDENT: For a startup community like ours, if you have lots of people coming in at the same time, and you don't have enough maintenance staff to help you when the doors don't work, the lights are not working, and the fans are not working, it's going to cause a lot of stress within the community when people have to wait to get help.

RESIDENT: You need two elevators in every facility.

RESIDENT: Providing space for activities is very important. We have a library that has over 10,000 books and

newspapers, and people come daily to use computers or just to read or do a puzzle. But we have that activity because the community supports us.

RESIDENT: The building we're in is positively handsome, but it should have a freight elevator. We are three stories. Sometime during the day, old trash or anything that comes out of all of the resident rooms has to be moved down to the first floor and out the back where the garbage receptacles are. This goes through the main part of our building, which is a big distraction and most unpleasant sometimes.

RESIDENT: Most of us are from Florida. I would hope and pray that all the builders involved in new facilities will make sure each facility is hurricane-proof and has a central location so that if our power goes down, the residents who are on CPAPs or on other oxygen can be safe and not be trucked away to another facility. This is certainly forward planning and would be much appreciated. ■



Dale Boyles
Alliance Residential Company



Matt Clifton
Senior Star



Lindsay Casillas
Sodexo

SENIORS HOUSING PAC AWARDS PRESENTATION

Building Bipartisan Support on Capitol Hill for Senior Living

The Seniors Housing Political Action Committee (PAC), through steady and sustained bipartisan support of federal candidates continued to build throughout 2017 on its longstanding, deep rooted relationships on Capitol Hill.

Seniors Housing PAC disbursements targeted U.S. Senate and House members serving on key committees and in leadership positions where they are active on matters of tax, housing, finance, long-term care, labor policies and other concerns affecting seniors and multifamily housing.

In 2017, the Seniors Housing PAC disbursed \$397,500 to 42 Senators and 61 House members. Meanwhile, contributions to the PAC reached \$445,100, surpassing the 2015 and 2016 totals.

The 2017 participation breakout shows there were 398 contributors from 88 companies. The 138 Chairman's Circle contributors raised 94 percent of total contributions and pledges.

Eight companies qualified for the Platinum Circle, which recognizes companies where contributors overall were responsible for \$10,000 or more in fundraising. These organizations were:

- Senior Star — \$30,685
- Senior Lifestyle — \$26,615
- Hawthorn Senior Living, LLC — \$22,500
- Senior Resource Group — \$20,200
- Senior Living Investment Brokerage — \$17,000
- Welltower — \$14,000
- Hanson Bridgett — \$12,000
- Watermark Retirement Communities — \$11,400

Capitol Seniors Housing received the 2017 Horizon Award presented to companies that for the first time completed a Seniors Housing PAC campaign, while Senior Star won the 2017 Top Company Campaign Award as a result of its employees making the largest contribution to the PAC.

Mercedes Kerr, Executive Vice President, Business and Relationship Management, Welltower, completed her tenure as Chairman of the Seniors Housing PAC. Jerry Frumm, Vice Chairman and Chief Investment Officer, Senior Lifestyle, will succeed her.

“We are off to a great start already in 2018. Thanks to Mercedes’ efforts, we already have commitments for about \$90,000, so I start my term with a bit of a head start,” Frumm commented.

“This year our members will have the ability to contribute by credit card. Prior to this, everyone had to write an individual check. We think that was an impediment, especially as we reached into our communities and asked some of our department heads to contribute to the PAC. This will make it a lot easier for them, so we hope that will help many of our companies run their campaigns this year.

“Lastly, we have a wonderful Chairman’s Circle event scheduled for November 29 – 30, 2018 at the Sanctuary on Camelback Mountain in Scottsdale, AZ. We’ve got a great plan for that event and hope you will consider supporting the Seniors Housing PAC at the Chairman’s Circle level (\$2,000 – \$5,000). ■



Mercedes Kerr, Welltower Inc.

2016 – 2017 Seniors Housing PAC Chairman



Jerry Frumm, Senior Lifestyle

Current Seniors Housing PAC Chairman



LEGISLATIVE UPDATE

Senior living rallies to help shape new tax reform law

ASHA leadership role delivers key victories on multiple fronts

Amid the 2017 whirlwind of activity around the repeal and replacement of the Affordable Care Act, immigration restrictions, infrastructure upgrades, and regulatory reform, the Trump administration and Congress closed out the year in very quick order with historic tax legislation that had a series of favorable outcomes for senior living organizations.

Jeanne McGlynn-Delgado, Vice President of Government Affairs for the American Seniors Housing Association (ASHA), provided background and details on the various provisions of the new tax reform law and how they impact seniors housing.

The new tax law zipped through Congress in less than two months as 2017 came to a close. Most of the provisions went into effect at the outset of 2018.

Much of ASHA's groundwork that led up to the passage was done in concert with real estate coalitions including the Real Estate Roundtable, National Association of Real

Estate Investment Trusts, National Association of Realtors, National Multifamily Housing Council, and others.

But it was the ASHA legislative team's relationships and the backing of the Seniors Housing PAC, along with key Congressional contacts that ASHA members have fostered over the years, that delivered a number of favorable outcomes specifically benefiting senior living.

MEDICAL EXPENSE DEDUCTION

"An issue that we have been working on quite a long time is the medical expense deduction," McGlynn-Delgado noted. "This has been a priority for us. It didn't just surface in the tax reform bill, but it did become an opportunity, so we achieved the outcome that we wanted there."

"If the bill didn't go into effect and these changes weren't made, it was going to cost seniors more. They would technically get a tax increase, because they would have to reach a higher income threshold before they could

deduct some of those expenses. And some of those are their costs of living in assisted living, or paying long-term care insurance.

"We were able to influence the outcome in several ways. The income threshold was set to increase from 7.5 percent to 10 percent of Adjusted Gross Income (AGI)," she explained. "Seniors currently have 7.5 percent, while the rest of the taxpayers have 10 percent that they had to meet. So we got to keep the break. But only through the end of this year. Work will continue on that." One of the pivotal factors in protecting the medical expense deduction was leveraging fact-based research. "We've got to have research to bolster our arguments as to why this is important and why this will result in a tax increase," she stressed.

"We did this early outside of tax reform. We knew the expiration date was coming on this tax treatment, so we hired a former chief of staff



Jon DeLuca
Senior Lifestyle



Kristin Kutac Ward
Solutions Advisors/Solvere Senior Living



Donny Edwards
Sagora Senior Living

for the Joint Committee on Taxation. That’s the group that basically costs out what the tax bills will cost. We found a former staffer to do this, because it added credibility. We quantified what the impact would be in 2016. And since that time we’ve been sharing our research with members of Congress at every opportunity,” McGlynn-Delgado said.

MEMBER PARTICIPATION
ASHA member participation in grass roots advocacy was another factor behind the success in defending the medical expense deduction.

Residents and staff of Bloom Senior Living, Capital Senior Living and Enlivant had the opportunity to meet with Senator Sherrod Brown (D-OH) in Cleveland, OH, in October, where he held a press conference to announce a bill he and Senator Portman (R-OH) sponsored to prevent the pending tax increase related to the medical expense deduction. He invited ASHA members and their residents in the Cleveland area to participate in this important announcement.

“Senator Brown’s staff called me and said, ‘We’re going to hold a press conference in Cleveland on this bill at a senior center. Can you get some people there?’ That was a Thursday at about 3

o’clock. The press conference was Monday,” she recalled. “By Monday, we had three busloads of residents from Bloom Senior Living, Capital Seniors Housing and Enlivant with their staff, executive directors and residents. We packed that room. He was really surprised and very appreciative.

They want to know who in their state cares about this.

“When we put the call out for folks to participate, they jumped in and helped out. That’s where it’s really important — the constituent message and the constituent visit. Elected officials want to know who in their state cares about this, and put a company, a face on the industry is important. So that was very impressive,” she commented.

ASHA members stepped up yet again in response to an ASHA Call for Action regarding the medical expense deduction. “We asked members to write to Congress or call their representatives. We generated

over 800 letters,” McGlynn-Delgado reported. “One member of Congress must have gotten about 50 letters. He wanted to send a thank you note, so I went back to the companies and asked for all the names and contact information.”

When all is said and done after a successful advocacy effort, those in Congress who backed ASHA’s priorities need to be recognized.

“Always say thank you,” she emphasized. “Senator Collins from Maine turned out to be our champion on the medical expense deduction. She stepped in and insisted that this be in the bill. Again, remember this bill was costing \$1.5 trillion. They needed to save money where they could. So this was one of their revenue raisers, but she prevailed in the end.

Members stepped up and influenced the outcome.

“We wanted to thank her, so we identified 7 ASHA members who have properties in Maine. We contacted

them, received their approval, wrote a “Thank You” ad and placed it in the *Bangor Daily News* and the *Portland Press Herald* on the Saturday when she got back to Maine, so she could see that there are constituents who are very supportive of what she did for seniors. That again is a great example of where the members stepped up and jumped in and influenced the outcome,” she said.

EXEMPTION CLARIFICATION
One of the provisions of the tax reform bill where our interests prevailed was in creating an exemption for seniors housing under the limitation of business interest deductibility section.

“The bill included an exemption for real estate thus maintaining the current 100% deduction for business interest,” she observed. “But it got complicated by cross-referencing the definition of that with a passive loss rule. This reference reads as follows: Any real property development, redevelopment, construction, reconstruction, acquisition, conversion, rental, operation, management, leasing, or brokerage trade or business. So there is an assumption we’re included in that definition.

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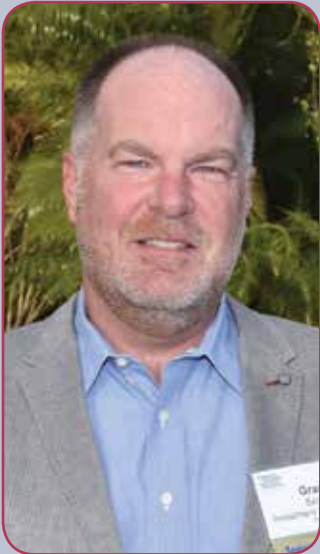
Laura Hester
Cedarwood Development



Matt Pyzyk
Green Courte Partners



Jim Parker
MorningStar Senior Living



Grant Kief
Senior Living Investment Brokerage

continued > LEGISLATIVE UPDATE

Senior living rallies to help shape new tax reform law

“However, when we looked more closely at passive loss rules, we were concerned the services that senior living provides may fall outside of the definition, and that we might be cut out and therefore subject to the 30% limitation,” she stated.

Time was growing short as the tax reform bill neared completion. ASHA nevertheless set out to clarify that independent living and assisted living communities, as well as CCRCs, were included in the definition of real property, trade or business.

“So we set off to identify a champion in the Senate,” McGlynn-Delgado explained. “And again, that’s when we started looking to the membership: Who has relationships? Who can influence this? Who can help us? It was an uphill battle to get statutory language, because independent living and assisted living aren’t defined in federal legislation. We could see where that would be a stumbling block.

“But another opportunity was to show in the legislative history that there was intent by Congress to include seniors housing in

this definition. We wanted something that, if challenged by the IRS or the courts, would say this was the intent of Congress. Congress doesn’t always include every single detail about what they intended in their legislation.

“So a way to do that was a Senate colloquy, which is pretty much a conversation on the floor of the Senate between two Senators. One Senator poses the question and asks, this is the understanding of Congress in doing this, would you agree? You lay out your case,” she added. And so this was the path we pursued.

PIVOTAL RELATIONSHIP

Bill and Bob Thomas with Senior Star had a longstanding relationship with Senator Lankford from Oklahoma. Thanks to the Thomas’ outreach on behalf of ASHA, “he responded, and then we reached out to a number of other Senators to weigh in with Senator Lankford, just to let him know he had support.

“In the end, Senator Lankford offered the colloquy stating his understanding that independent living, assisted living

and CCRCs were intended by Congress to be included as real property in trade. And Senator Hatch from Utah, who is chairman of the Finance Committee, said I agree,” she reported.

Tax reform provisions of particular interest to senior living organizations include:

- A new tax deduction for owners of pass-through entities, including partners in partnerships, shareholders in S corporations, members of limited liability companies (LLCs) and sole proprietors
- Deduction of up to 20 percent for pass-through entities on “qualified business income” (QBI), subject to certain limits and restrictions
- QBI defined: Net income from a business without counting amounts in the nature of compensation

ASHA held a webinar after the new tax law was passed. The proceedings were published in a *Special Issue Brief* that is available in the Members-Only section of the ASHA website. ■



Eric Mendelsohn
National Health Investors



Jeff Sands
HJ Sims



Samira Madhany
The Carlyle Group

In Gratitude for Exceptional Leadership

The following comments recognizing David Freshwater and Larry Cohen's service in a number of capacities on the American Seniors Housing Association's (ASHA's) Executive Committee, as well as commemorating their many years of participating in numerous ASHA initiatives, were made by ASHA President David Schless.

David Freshwater has been involved in ASHA since the early-to-mid 1990s, first with The Fountains and then with Watermark Retirement Communities. His contributions over the years to the industry and to ASHA as a member of our Executive Board have been enormous in every respect.

He has always made sure his company participates in the many research studies we conduct. He has long recognized the importance of supporting the Seniors Housing PAC and even graciously hosted a Chairman's Circle Event at his home in Tucson.

Most importantly, and in the great tradition that Bill Colson established in the earliest days of ASHA, David has always willingly and passionately shared his knowledge and insight with other ASHA members.

At a time in his career when others may well have declined, David agreed to serve on our Executive Committee first as our Seniors Housing PAC Chair and then as our Treasurer and Audit Committee Chair at a very crucial juncture in ASHA's history.

Larry Cohen has also been involved in ASHA for much of our organization's history, first with PaineWebber Properties and then, of course, with Capital Senior Living.

Despite the rigors of running a large public company, Larry has always given very generously of his time to help ASHA and our profession.

He has served as Vice Chairman and then as Chairman of ASHA the past four years.

During this time, he helped guide us through the complete implementation of our ambitious strategic plan. With his leadership, we have strengthened our organization's governance, restructured our meetings, created an extremely well-regarded Rising Leaders program for our industry's next-generation leaders, advanced the Where You Live Matters consumer education initiative, launched the most aggressive and creative research projects in our history, and most recently helped launch the Senior Living Hall of Fame to recognize those who have done so much for our profession.

I'd also like to recognize the new Executive Board officers.

- Chairman will be Michael Grust from Senior Resource Group.
- Vice chairman will be Doug Schiffer from Allegro Senior Living.
- Treasurer will be Brad Dubin from Bloom Senior Living.
- Secretary will be Mercedes Kerr from Welltower.
- Seniors Housing PAC Chairman will be Jerry Frumm from Senior Lifestyle.



David Freshwater

Watermark Retirement Communities



Larry Cohen

Capital Senior Living Corporation



Songs by Heart Engagement Professionals

SONGS BY HEART PROGRAM

Changing lives one song at a time

Music has long been a staple of memory loss programs. Residents, families and staff readily respond to and enjoy the stimulation, motivation and reminiscence prompted by song.

Songs by Heart captures the power of music through an engagement-centered program that uses a combination of professional performers and therapeutic techniques to interact with residents on intellectual, physical, social, spiritual and emotional levels.

Founded in 2015, Songs by Heart programming is underway in 35 assisted living, memory care, and skilled nursing communities serving 40 groups of residents every week.

According to studies done in partnership with the Alzheimer’s Foundation of America, “when used appropriately, music can shift mood, manage stress-induced agitation, stimulate positive interactions, facilitate cognitive function, and coordinate motor movements.”

Songs by Heart uses music to engage residents at a higher level than a standard sing-along. Professional singers accompanied by live piano utilize therapeutic techniques such



Nancy Gustafson
Songs by Heart founder



Debbi Cavallo
Director of Dementia Services
Senior Resource Group

as mirroring, verbal and gestural prompting, making direct eye contact and holding hands with residents throughout the program.

Nancy Gustafson, Songs by Heart founder, shared “some amazing statistics about music and the brain. One, for people of all ages, singing actually helps to lower systolic blood pressure.

“And for the elderly, research proves that music with rhythm

actually helps to reduce the risk of falls. Why? Rhythm engages our sensory motor system. We all know if we go into the gym, we exercise more strongly and efficiently when we’re listening to music, and particularly music with a rhythm. Rhythm is used for people with motor disorders like Parkinson’s disease. And there are fewer falls in the elderly when they engage in music therapy, because they end up taking fewer coordination-endangering drugs.

“Music also has a deep impact on reorganizing and strengthening the nervous system,” she pointed out. “It facilitates cognitive functions and coordinates motor movements. The high cognitive load involved in making music engages key systems such as attention and working memory.”

Debbi Cavallo, Director of Dementia Services for Senior Resource Group, noted that “we have 14 memory care locations and lots of robust programming. In fact, in our world music rules, because we know the effect of music. We know the emotional impact. It is far reaching to connect staff and bridge a lot of relationships. It has power.”

That’s why when Michael Grust, President and

CEO of Senior Resource Group, asked her to look into Songs by Heart, she wondered what more the program could offer. “During our first session with Songs by Heart, we experienced the beginning of little miracles. We now are spread to eight communities with our goal to complete all 14 communities where we have memory care. Our challenge? Finding the right people to come and work with our residents, because there really is a special skill set that these folks have.

“If I’m going to measure success, I look at what makes a better day for the residents, what enhances not only communication between staff and families and residents, but starts to nurture a culture that bridges relationships and builds happiness. I look at what’s going on with the staff, and what we have found are amazing things. They enjoy and participate in this, because they’re seeing these little miracles with the residents.

“This is an engagement effect. Our singers are performers and entertainers,” Cavallo added. “But they’re more than that. They’re engagement artists. They actually get out there with their skill set, their training in dementia, and know how to connect.” ■

WYLM UPDATE

Where You Live Matters
Performance Builds Momentum

Throughout 2017 — the second year following the launch of the Where You Live Matters consumer education initiative — this digital media program made major inroads in spreading the word on the benefits and value of senior living.

Notable performance metrics include:

- More than 105,000 people visited the WYLM website last year — an increase in traffic of more than 300 percent from the previous year
- Visitors engaged in over 26,000 video views and more than 70,000 editorial views in 2017
- The WYLM Facebook audience increased by 42 percent compared to 2016, with over 15,000 likes, an average engagement rate of 4.5 percent and over 250,000 Facebook video views
- A new advice column called “Ageless Advice” was launched in June 2017, featuring 14 blog posts since the launch. And quality content was added to the Where You Live Matters website throughout the year

Work is underway to add a new and interactive Community Locator Tool to the WYLM website in 2018.

Search results will display ASHA member communities in both the U.S. and Canada by level of care and address up to a 100-mile radius. Links to community websites will also be included. ASHA will be reaching out to the membership in the coming months to list communities free-of-charge on the Where You Live Matters website. ■



Doug Dollenberg
Brightview Senior Living



Elizabeth Lee
MatrixCare



Dan Hermann
Ziegler Investment Banking



Keith Kodrin
Capital One Healthcare

ASHA 2018 annual meeting

sponsors

Annual Meeting Highlights Newsletter: KeyBank Real Estate Capital	Guest Room Water Bottles Seniors Housing Business
Meeting Invitation Senior Living Investment Brokerage	Lanyards Direct Supply
Guided Bike Tour Berkadia	Folders Lancaster Pollard
18th Annual Golf Tournament Capital One Healthcare	Breakfast Senior Housing Properties Trust
Golf Tournament Lunches Ventas, Inc.	Refreshment Break Morrison Community Living
Golf Tournament 1st Place Prizes Senior Lifestyle	Where You Live Matters (WYLM) Meeting Sponsor Sodexo
Executive Board Reception HCP, Inc.	Keynote Speaker – Daniel Pink Ventas, Inc.
Welcome Reception New Senior Investment Group	Keynote Speaker – Dr. Karl Pillemer BMO Harris Bank
Registration Refreshments Yardi Systems, Inc.	Networking Lounge HealthTrust, LLC
Hotel Key Cards Capital One Healthcare	Luncheon Huntington National Bank
Evening Amenity Propel Insurance	Songs By Heart Meeting Sponsors Bridgewood Property Company Senior Lifestyle Senior Resource Group
The Wall Street Journal National Health Investors	Watercrest of Lake Nona Community Tour Watercrest Senior Living Group
Pens Kwalu	Reception Welltower Inc. Willis Towers Watson
Notepads LTC Properties, Inc.	Executive Board Breakfast MatrixCare
Tote Bags PointClickCare	
Beverage Coasters CIT	
Starbucks Beverage Coupons Seniors Housing Business	

speakers

CURATED CONVERSATION WITH DEBRA CAFARO, VENTAS, INC. AND DANIEL PINK	SENIOR LIVING POST ACUTE CARE ROUNDTABLE Jim Bowe GlenAire HealthCare Nina Cohn Sunrise Senior Living Patrick McCormick Plante & Moran
EMPLOYEE ENGAGEMENT PANEL DISCUSSION Denise Boudreau-Scott (Moderator) DRIVE Judd Harper The Arbor Company Tom Grape Benchmark Senior Living Wendy Nowokunski Northbridge Companies	PUBLIC POLICY ROUNDTABLE Jerry Frumm Senior Lifestyle Jeanne McGlynn Delgado ASHA
SONGS BY HEART PROGRAM Debbi Cavallo Senior Resource Group Nancy Gustafson Songs by Heart Foundation	CAPITAL MARKETS ROUNDTABLE Kevin McMeen MidCap Financial Services Brad Razook CS Capital Advisors Curt Schaller Focus Healthcare Partners Margaret Scott Belmont Village Senior Living Aron Will CBRE Capital Markets
SENIOR LIVING HALL OF FAME INDUCTION CEREMONY Class of 2018 Inaugural Inductees Granger Cobb, Bill Colson, Bill Kaplan, Jim Moore, Bill Sheriff, Stan Thurston	ISSUES FOR OWNERS AND TENANTS IN TIMES OF DISTRESS ROUNDTABLE Robert Dewar Williams Mullen Alice Katz The Vinca Group
SUCCESSION PLANNING ROUNDTABLE David Freshwater Watermark Retirement Communities Tim Smick Harbor Retirement Associates Donald Thompson Senior Living Communities	WHERE YOU LIVE MATTERS UPDATE Lindsay Casillas Sodexo Senior Living
REVENUE MANAGEMENT ROUNDTABLE Ahmet Kuyumcu Prorize Doug Vaughn Brookdale	KEYNOTE PRESENTATION Karl Pillemer, Ph.D. Cornell University
2018 INSURANCE UPDATE ROUNDTABLE Michael Pokora & Scott Lieber Willis Towers Watson	SENIOR LIVING RESIDENT FORUM Margaret Wylde, Ph.D. (Moderator) ProMatura Group

save these dates 2018

APRIL 18 Regional Roundtable – Irvine, CA Irvine Marriott Hotel
APRIL 19 Regional Roundtable – Seattle, WA Hyatt at Olive 8
MAY 8 Regional Roundtable – Houston, TX Hyatt Regency Houston
JUNE 26 – 27 Rising Leaders Meeting – Park City, UT Grand Summit Hotel
JUNE 27 – 28 Mid-Year Meeting – Park City, UT Grand Summit Hotel
JULY 31 Regional Roundtable – Boston, MA Hyatt Regency Boston
OCTOBER 16 Executive Board Meeting – Chicago, IL Sheraton Grand Chicago
OCTOBER 17 Rising Leaders Luncheon – Chicago, IL Joe’s Seafood
NOVEMBER 29 – 30 Chairman’s Circle Event – Scottsdale, AZ Sanctuary on Camelback Mountain

JANUARY 30 – FEBRUARY 1, 2019
2019 Annual Meeting – Rancho Palos Verdes, CA
Terranea Resort

18th annual golf tournament winners

David Sharp , MidCap Financial Services, LLC Joe Munhall , Lancaster Pollard Mike Gould , SilverCrest Properties, LLC Bryan Jaret Schachter , Watermark Retirement Communities	1 st
Bill Jackson , Walker & Dunlop Jeff Ringwald , Walker & Dunlop Chip Gabriel , Generations, LLC Dave Passero , HTG Consultants, LLC	2 nd
Kevin McMeen , MidCap Financial Services, LLC Ken Jackson , Propel Insurance Doug Dollenberg , Brightview Senior Living, LLC Ben Bruns , The Weitz Company	3 rd
Closest to the Pin – Men Kevin Murray , KeyBank Real Estate Capital	
Closest to the Pin – Women Longest Drive – Women Tanya Hahn , National Church Residences	
Longest Drive – Men James Hendrix , Triloma Senior Housing	
Longest Putt – Men Tim Fox , Senior Resource Group, LLC	
Longest Putt – Women Gracyn Robinson , Levi + Wong Design Associates	

newsletter sponsor:

KeyBank
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