

year in
review
2021



Vision

Living Longer Better

Mission

ASHA is the industry thought-leader promoting quality and innovation, advancing industry knowledge through research, exchanging strategic business information and influencing legislative and regulatory matters.

Core Principles

Promote a favorable business climate that supports quality, competition, innovation and long-term investment in seniors housing.

Advance information and research that frame and influence key industry initiatives.

Promote the identification and advancement of emerging industry leaders who reflect the increasing diversity of the business.

Support research and national initiatives that enable senior customers to receive high quality services and age with dignity in the setting of their choice.

year in **review** *2021*

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**The American Seniors
Housing Association**

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ASHA
Staff
///



DAVID
SCHLESS

President & CEO

DORIS
MAULTSBY

Vice President,
Member Services



JEANNE
**MCGLYNN
DELGADO**

Vice President,
Government Affairs



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DOUG
SCHIFFER

Chair

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JERRY
FRUMM

Vice Chair



KATHRYN
SWEENEY

Treasurer



LYNNE
KATZMANN, PH. D.

Secretary



We are

pleased to report that despite the ongoing challenges associated with the COVID-19 crisis, the American Seniors Housing Association continues to move forward with an ambitious and multifaceted series of initiatives. Highlights of our top priorities and recent accomplishments are outlined in the following pages.

We remain steadfast in upholding ASHA's commitment to serving our members with a strong federal advocacy program, practical industry research, productive

and thought-provoking meetings, and continuing to promote the value proposition of senior living communities for older adults and their families through our Where You Live Matters program.

As always, we thank you for your continued support of ASHA and hope you enjoy this 2021 Year-In-Review.

ASHA is working diligently to advance our Four Core Principles:

Promote a favorable business climate that supports quality, competition, innovation and long-term investment in seniors housing

Advance information and research that frame and influence key industry initiatives

Promote the identification and advancement of emerging industry leaders who reflect the increasing diversity of the business

Support research and national initiatives that enable customers to receive high quality services and live with dignity in the setting of their choice



RICHARD
HUTCHINSON

SH PAC Chair



DAVID
SCHLESS

President & CEO

/policy recap

ASHA Public Policy Committee ///



KEN
ASSIRAN

Capital Health Group



ROBB
CHAPIN

Bridge Seniors



JERRY
FINIS

Chair | Pathway to Living

JERRY
FRUMM

Senior Lifestyle



JEFF
HETTLEMAN

Brightview Senior Living



LYNNE
KATZMANN, PH. D.

Juniper Communities





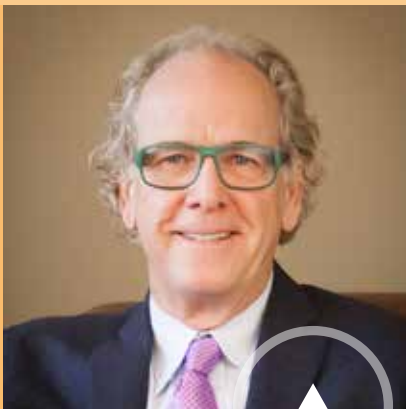
**MICHELLE
KELLY**

National Health Investors



**DEIDRE
SCHONFELDT**

Hanson Bridgett



**BOB
THOMAS**

Senior Star

ASHA's federal advocacy program has always been a core focus, and to no one's surprise, 2021 was an incredibly active year for our legislative team as we worked tirelessly to convince the Biden Administration to include the private pay senior living industry in a Phase 4 Provider Relief Fund (PRF) distribution.

Additionally, as the Administration and Congress work to advance significant investments in the Build Back Better Act package, ASHA has engaged to ensure access to key programs while avoiding harmful changes to the existing tax code.

Advocacy efforts by ASHA to secure relief for operators required a multi-

faceted lobbying strategy including building strategic alliances with key lawmakers and agency officials, grassroots engagement that include letters, calls and email campaigns, and face-to-face meetings with policymakers and staff. Regular communications from ASHA have kept members informed.

The following highlights some of the advocacy activities, communications and engagement strategies the ASHA lobbying team, ASHA leadership and members employed in 2021 to advance the industry's COVID-19 agenda, with heavy emphasis on securing a Phase 4 targeted allocation of funding from HHS.



JANUARY ADVOCACY

/ COVID-19 (Vaccine Prioritization)- ASHA reached out to the National Governors Association (NGA) requesting that state vaccine plans include Independent Living residents and staff as Priority 1A, along with other long term care settings. Several follow up calls were held with key staff from NGA Leadership offices. While standalone IL communities were not granted access, those that were part of a multi-level care setting were eventually prioritized for the LTC Pharmacy Program.

/ COVID-19 (Vaccine Prioritization)- Senior living prioritization for vaccine can be traced back to September 2020 when ASHA President David Schless was selected to participate in a National Academies of Sciences, Engineering, and Medicine (NASEM) hearing and urged the governing body to ensure that workers and residents in all senior living settings (IL, AL, MC and CCRC) be covered in the prioritized phase, not just those residing in nursing homes. Ultimately, senior living communities were considered in the Priority 1A grouping, the highest priority. However, challenges gaining access for independent living communities remained, and ASHA was committed to aggressively support inclusion at all levels of government.

/ COVID-19 (Vaccine)- ASHA Grassroots Call for Action Program was expedited and letters were requested and sent to the NGA seeking prioritization of vaccine for Independent Living residents.

/ COVID-19 (PRF)- ASHA letter was forwarded to President Elect Biden and Vice President Elect Harris calling immediate attention to the outstanding efforts of the senior living industry in fighting COVID-19 and the need for financial relief from the Provider Relief Fund (PRF). We also called for continued COVID-19 vaccine access and expansion to include IL.

/ IRS 2021-9- issuance marks the successful culmination of over three years of efforts by ASHA to ensure that seniors housing would not be unfairly subjected to the potentially onerous Business Issue Deduction limitations.

/ ASHA RESOURCES ///

Webinar: Planning and the administration of a successful senior living vaccination clinic.

Compliance: EEOC Guidance Regarding Employer Vaccine Mandates

ASHA Member Survey: Vaccination Status in Senior Living Communities

FEBRUARY ADVOCACY

/ COVID-19 (Vaccine)- ASHA submitted a letter for the record to the U.S. House of Representatives Energy & Commerce Committee on their hearing: NO TIME TO LOSE: SOLUTIONS TO INCREASE COVID-19 VACCINATIONS IN THE STATES. We took the opportunity to demand that all senior living settings be included in the Long-Term Care (LTC) Pharmacy Program to ensure safety and create much needed efficiencies in the vaccine distribution strategy for older adults.

/ Liability Protection- Joined a business coalition letter to Congress led by the U.S. Chamber of Commerce and signed by 580 organizations across the country, specifically urging policymakers to include balanced liability relief provisions similar to the previous Congress' SAFE TO WORK ACT (S. 4317) in any further COVID-19 relief legislation.

/ COVID-19 (Vaccine)- ASHA letter to Centers for Disease Control and Prevention (CDC) Director Walensky expressing grave concerns over the agency's omission in the federal guidance provided to the Long-Term Care (LTC) Pharmacy Program that excluded Independent Living and stressed the urgent need to include this setting to ensure maximum protection of all residents.

/ COVID-19 (PRF)- ASHA letter to House and Senate Congressional leadership strongly encouraging action to replenish the Provider Relief Fund (PRF) and support targeted funding to the senior living industry.

/ COVID-19 (PRF)- Expedited an ASHA Call for Action, generating hundreds of letters from senior living executives to the Hill seeking targeted relief to the industry and a replenishment of the PRF in the stimulus package.

/ COVID-19 (Visitation)- ASHA reached out to the National Governors Association asking leadership to call on the states to review their respective visitation policies and update them to allow family members and friends to visit their loved ones residing in senior living communities, including independent living, assisted living, memory care, and continuing care or life plan communities.

/ ASHA RESOURCES ///

ASHA/ATI Advisory PowerPoint: The Imperative for COVID Vaccines in Independent Living

ASHA/ProMatura Survey Findings: Impact of COVID-19 on the Seniors Housing Industry: A Study of Consumers, Round 2

ASHA Member Survey: COVID-19 Expense & Loss and Provider Relief Fund Payments

MARCH ADVOCACY

/ COVID-19 (Visitation)- ASHA shares critical information with the NGA on the devastating impacts of prolonged social isolation. The lack of engagement and loneliness can contribute to functional and cognitive decline, as well as depression and anxiety in older adults. We encouraged state leaders to revise their visitation guidance for senior living communities.

/ COVID-19 (State & Local Funding)- ASHA Call for Action generated letters by senior living operators to state governors asking to include senior living in the disbursement of funds from states' allocation of the \$350 billion American Rescue Act funding.

/ COVID-19 (State & Local Funding)- ASHA outreach to the NGA relative to the American Rescue Plan's \$350 billion funding for state and local COVID-19 relief, urging state plans to include relief for senior living communities impacted by COVID-19.

/ COVID-19 (Virtual Fly-In)- Hosted ASHA "Senior Living Strong" Virtual Fly In Meeting, March 29-April 2, 2021. More than 50 ASHA members met with over 40 congressional offices seeking

support for a targeted allocation of Provider Relief Funds. Secured congressional signatures for ASHA supported letter led by Senator Susan Collins (R-ME) and Senator Kyrsten Sinema (D-AZ) to HHS Secretary Becerra asking for the release of these funds to the industry. Letter garnered 25 signatures representing both sides of the aisle.

/ COVID-19 (PRF)- Initiated a Call for Action, generating hundreds of letters from ASHA members seeking Congressional support for targeted PRF allocation for the senior living industry.

/ COVID-19 (Visitation)- ASHA outreach to CDC requesting that it encourage state leaders to take immediate action to remove the harmful visitation restrictions in senior living communities, which were similar to those in nursing homes, given that the residents have been successfully vaccinated against COVID-19.

/ ASHA RESOURCES ///

ASHA Member Survey: Vaccine Clinics and State Visitation Policies

APRIL ADVOCACY

/ COVID-19 (PRF)- ASHA outreach to Health and Human Services Secretary Becerra with details on the severe financial stress experienced by the industry and the need for relief. Shared the annual financial impact to the industry at \$14-\$17 billion with costs and revenue loss continuing to increase.

/ COVID-19 (PRF)- Rep. Abigail Spanberger (D-VA) and Rep. Anthony Gonzalez (R-OH) send letter to HHS Secretary Becerra with 57 of their colleagues joining in the House, seeking an allocation of financial relief to the senior living industry. ASHA secured a significant number of the signatories to this letter.

/ COVID-19 (PRF)- ASHA leadership met with Health Resources and Services Administration (HRSA) officials regarding status of a Phase 4 distribution of Provider Relief Funds and the need for an appeals process for inaccurate payments or non-payments. These discussions led to the creation of the Phase 2 and 3 reconsideration process.

MAY ADVOCACY

/ Build Back Better Act (BBBA)- ASHA submits letter to House and Senate Congressional Leaders with recommendations on the Biden Administrations' Build Back Better Plan relative to the HCBS Expansion, Workforce Development grants and the ongoing need for COVID-19 relief for the industry.

/ Federal Tax- ASHA joins real estate coalition partners in statement submitted to the House Ways and Means Committee on proposed tax changes in the Build Back Better Plan. Initial revenue raisers include (1) raising the top tax rate

to 39.6 percent; (2) hiking capital gains taxes for taxpayers earning at least \$1 million per year; (3) repealing "carried interest"; (4) repealing Section 1031 exchanges; and (5) bolstering funding for IRS enforcement.

/ ASHA RESOURCES ///

CohnReznick Overview of Tax Provisions in Build Back Better

EEOC Updated Guidance, Hanson Bridgett, Diane O'Malley

JUNE ADVOCACY

/ COVID-19 (PRF)- ASHA supported congressional letter led by Rep. Terri Sewell (D-AL) and 54 colleagues to Sec. Becerra seeking a \$3 billion targeted funding level for senior living from the Provider Relief Fund.

/ COVID-19 (PRF)- ASHA lobbyists/members continue to seek and hold virtual meetings with Members of Congress and staff seeking support for our HHS request.

/ Immigration- ASHA, working in coalition with the Essential Worker Immigration Coalition (EWIC), has a call with White House Domestic Policy Council (DPC) senior officials for immigration policy to discuss potential solutions to workforce shortages, including Temporary Protected Status (TPS), Deferred Action for Childhood Arrivals (DACA), and ways to address undocumented workers.

/ COVID-19 (Liability)- ASHA joins other industry groups in an Amicus Brief to support the industry position relative to the liability protections offered by the Public Readiness and Emergency Preparedness (PREP) Act. This important COVID-related liability case, *Garcia et al. v Welltower Opco Group LLC*, will test the protection granted by the Prep Act to senior living.

/ COVID-19 (WOTC)- ASHA joins coalition efforts to advance extension of the Worker Opportunity Tax Credit (WOTC) sponsored by Rep. Tom Suozzi (D-NY).

/ ASHA RESOURCES ///

ASHA/ATI Advisory Brief: Assisted Living: An Important Option for Providing LTSS in the Community

JULY ADVOCACY

/ COVID-19 (Vaccine)- ASHA submitted comments to the Centers for Medicaid & Medicare Services (CMS) related to an Interim Final Rule regarding COVID vaccine education and reporting requirements.

/ COVID-19 (PRF)- ASHA representatives met with HRSA officials to discuss status of Phase 4 Provider Relief Funds and urge quick action to provide financial assistance to the industry for their significant front-line efforts.

/ COVID-19 (PRF)- Rep. Matt Cartwright (D-PA) sends his second letter to Sec. Becerra at the request of ASHA members, seeking a Phase 4 allocation to the industry.

/ COVID-19 (PRF)- Government Accountability Office (GAO) reports that about 25 percent of Provider Relief Fund appropriations and all of the rural provider funding remained unobligated as of May 31, 2021. ASHA doubles down on its advocacy efforts to secure those funds.

/ COVID-19 (PRF Preservation)- Congressional attempts to raid the Provider Relief Fund to pay for investments in the Bipartisan Infrastructure bill were thwarted by aggressive lobbying of ASHA staff and ASHA members. ASHA meets with Senate leaders and other key Senate negotiators to seek assurances that they would pull this provision from the bill, underscoring the disastrous impact this would have on senior living and its ability to care for residents and seniors, especially as the spread of the Delta variant was increasing.

AUGUST ADVOCACY

/ COVID-19 (PRF)- ASHA responds to HRSA officials' request for recommendations regarding reconsideration policy and seeks clarification on outstanding payments to senior living providers.

/ COVID-19 (PRF)- Outreach continues by ASHA lobbyists and members to members of Congress in both parties urging them to call on the White House and Department of Health and Human Services to make a Phase 4 allocation of remaining PRF funds to cover COVID-related expense and loss from the second half of 2020 and first quarter of 2021.

/ COVID-19 (PRF)- ASHA and its legislative team meet with members of the White House Domestic Policy Council (DPC) and the Office of Management and Budget (OMB) to encourage the immediate distribution of Provider Relief Funds to senior living companies to cover COVID-related expense and loss from the second half of 2020 and first quarter of 2021.

/ COVID-19 (Immigration)- ASHA and a host of long-term and post-acute care organizations write to the U.S. Department of State urging Secretary Blinken to amend the Immigrant Visa Prioritization update to prioritize the entry of foreign-trained nurses and health care workers into the U.S. The Biden Administration's April 30, 2021 Visa Prioritization Update placed nurses and other skilled health care professionals into the lowest priority tier for the visa authorization process.

/ Energy Star- The Environmental Protection Agency (EPA) postpones efforts to collect data this year to update the ENERGY STAR score for senior living communities. ASHA will assist EPA in its efforts to collect this important industry energy data in 2022.

/ ASHA RESOURCES ///

ASHA Member Survey: Experiences Related to Vaccination

SEPTEMBER ADVOCACY

/ COVID-19 (PRF)- ASHA supported a Senate Letter led by Senator Susan Collins (R-ME) and Senator Jeanne Shaheen (D-NH) and joined by a bipartisan group of 48 Senators is sent to Sec. Becerra demanding the distribution of the unobligated funds remaining in the Provider Relief Fund (PRF) and other health care relief programs. ASHA worked aggressively to secure signatories to this letter.

/ COVID-19 (PRF)- The Department of Health and Human Services (HHS) announces on September 10 that it would make a \$17 billion Phase 4 Provider Relief Fund (PRF) distribution to all health care providers, which includes licensed assisted living companies. ASHA steps up its messaging to earmark a meaningful level of support to senior living.

/ Build Back Better Act (BBBA)- ASHA statement submitted to House Ways & Means Committee with

recommendations on Build Back Better to improve HCBS Expansion and Workforce Development Grant Programs.

/ Build Back Better Act (BBBA)- ASHA identifies key areas in Build Back Better Act for amendment to allow senior living access to HCBS enhancement and training grant programs and continues staff and member outreach for inclusion in proposal.

/ COVID-19 (PRF)- The Provider Relief Fund (PRF) portal opens for Phase 4 applications for health care providers, including assisted living. ASHA encourages members to submit applications.

/ ASHA RESOURCES ///

Policy Brief: Significant ERTC Resources Available to Senior Living, Judith Boyette, Hanson Bridgett LLP

OCTOBER ADVOCACY

/ COVID-19 (PRF)- ASHA initiates and leads policy roundtable discussion with Senate Majority Leader Chuck Schumer (D-NY) and staff relative to the industry's inadequate level of relief to date and urging him to recognize the industry for the significant role it plays as a front-line provider in the fight against COVID-19 by reaching out to

Sec. Becerra for support. ASHA follows up with Senator Schumer with letter to underscore need for support.

/ COVID-19 (PRF)- ASHA sends letter to House and Senate Congressional Leaders underscoring need for targeted relief to the senior living industry for COVID-19 relief in the pending Phase 4 distribution.

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Communications also make recommendations to amend the Build Back Better Act to better serve senior living communities with their workforce challenges and HCBS access.

/ COVID-19 (State & Local Funding)- The American Rescue Plan's \$350 billion in emergency funding (Coronavirus State and Local Fiscal Recovery Funds) is available to state and local governments to bolster their response to the COVID-19 emergency and its economic impact. These bodies have broad

flexibility to decide how to use this funding and at least two states, Pennsylvania and Texas, will use ARP funding to help assisted living. ASHA continues to seek support from State Governors to include senior living in their recovery plans.

/ ASHA RESOURCES ///

ASHA Member Survey: Assessing Attitudes on Current Policy/Issue Proposals

NOVEMBER ADVOCACY

/ COVID-19 (PRF)- ASHA continues its advocacy for a Provider Relief Fund allocation of at least \$3 billion for senior living providers from the \$12.75 billion being made available in the forthcoming Phase 4 distribution. Meets again with officials from the Health Resources Services Administration (HRSA) to underscore the need and the fairness of a targeted senior living allocation.

/ Build Back Better Act (BBBA)- As the Build Back Better Act moves to the Senate, ASHA weighs in with Senate leaders and staff with recommendations for improving the Medicaid Home and Community Based Services expansion and workforce development grant programs by

including senior living. Several staff meetings continue with key sponsors of bill.

/ Immigration- ASHA and other senior care organizations once again write to HHS Secretary Antony Blinken, urging the Department to take specific actions to help resolve the growing workforce crisis in long-term care settings.

/ ASHA RESOURCES ///

Special Issue Brief: Independent and Assisted Living: Complex Populations Deserving Integrated Housing, Clinical, and Lifestyle Support, ATI Advisory

DECEMBER ADVOCACY

/ COVID-19 (PRF)- Approximately 75 percent of Phase 4 Provider Relief Payments are distributed to health care providers including assisted living operators. The methodology calls for base payments of 20 percent -45 percent of reported losses and expenses from July 1, 2020, to March 31, 2021. In some cases, HRSA is deducting payments made in Phase 2 and 3 from the base payment. ASHA is seeking clarification from HRSA officials that this deduction is limited to any overpayments made in those phases. HRSA states that it received applications reporting approximately \$63 billion in expenses and lost revenue, but only \$17 billion was available for Phase 4 payments.

/ COVID-19 (PRF)- While these payments were well received, there remains varying degrees of disappointment in the level of support relative to other industries given the front line positions this industry has served. A Phase 4 reconsideration process will be announced to address challenges to the payments or lack of payments.

/ COVID-19 (PRF)- It is estimated another \$25 billion may be available for a next phase distribution. ASHA will continue to advocate for access to these funds in Congress and the Administration. It is clear there is much Congressional support for our request, and we will leverage that support with pertinent data and sound rationale that will resonate with the Administration.

/ Build Back Better Act (BBBA)- Senate Democrats and the White House push any further action on President Biden's signature social spending package into the New Year. The path forward became even more unclear when Senator Joe Manchin reported his opposition on a Sunday political show. The Senate Parliamentarian continues its review of several provisions but has rejected for the 3rd time the attempt to include immigration reform in a reconciliation package. ASHA continues to weigh in on the issues of concern to our industry such as ensuring access to the HCBS enhancements and workforce training grants.



ASHA members David Freshwater and Jerry Frumm join the ASHA legislative team for a virtual meeting with the Democratic Congressional Campaign Committee (DCCC)

sh pac

The

Seniors Housing PAC (SH PAC), led by 2021 Chair Richard Hutchinson of Discovery Senior Living, had a record year, raising the most funds in its 25-year history. 431 individuals from 105 ASHA member companies personally contributed to the SH PAC for a total of \$525,774 raised this year.

Ninety-three percent (\$488,000) of the total amount raised came from 156 individuals who generously contributed at the Chairman's Circle

level of between \$2,000 - \$5,000.

Company campaigns continued to be an essential part of the overall SH PAC yearly campaign. Senior Lifestyle was the top company campaign of 2021 (\$24,545) and Senior Star was the top company in participation (99 individuals). The following companies ran Platinum Circle company campaigns, raising \$10,000 or more from three or more individuals: Senior Lifestyle (\$24,545), Senior Star (\$23,253), Senior Resource Group (\$20,500), Discovery Senior Living

(\$19,271), Senior Living Investment Brokerage (\$16,875), Watermark Retirement Communities (\$13,325), Hanson Bridgett (\$12,000), Marsh (\$11,500), HealthTrust (\$10,950), Allegro Senior Living (\$10,000), LTC Properties, Inc. (\$10,000), Senior Living Communities (\$10,000). PGIM Real Estate received the Horizon Award for raising \$9,000 from 4 individuals.

This year the SH PAC disbursed \$509,500 in contributions on a bipartisan basis to 85 members of the House of







Representatives and 43 members of the Senate. Disbursements were made to reflect the political party compositions of both the House and Senate with a slight tilt towards the parties in the majority control of both chambers. In the House the SH PAC supported 55% Democrats and 45% Republicans and in the Senate 54% Democrats and 46% Republicans. Key congressional committees supported include House Ways and

Means Committee, House Energy and Commerce Committee, House Financial Services Committee, Senate Finance Committee, Senate Health, Education, Labor, and Pensions (HELP) Committee, and Senate Banking Committee. The SH PAC also supported those in leadership positions in the House and Senate, along with key congressional senior living industry champions.

**ASHA President
Dave Schless and Senator
Joe Manchin (D-WV)**

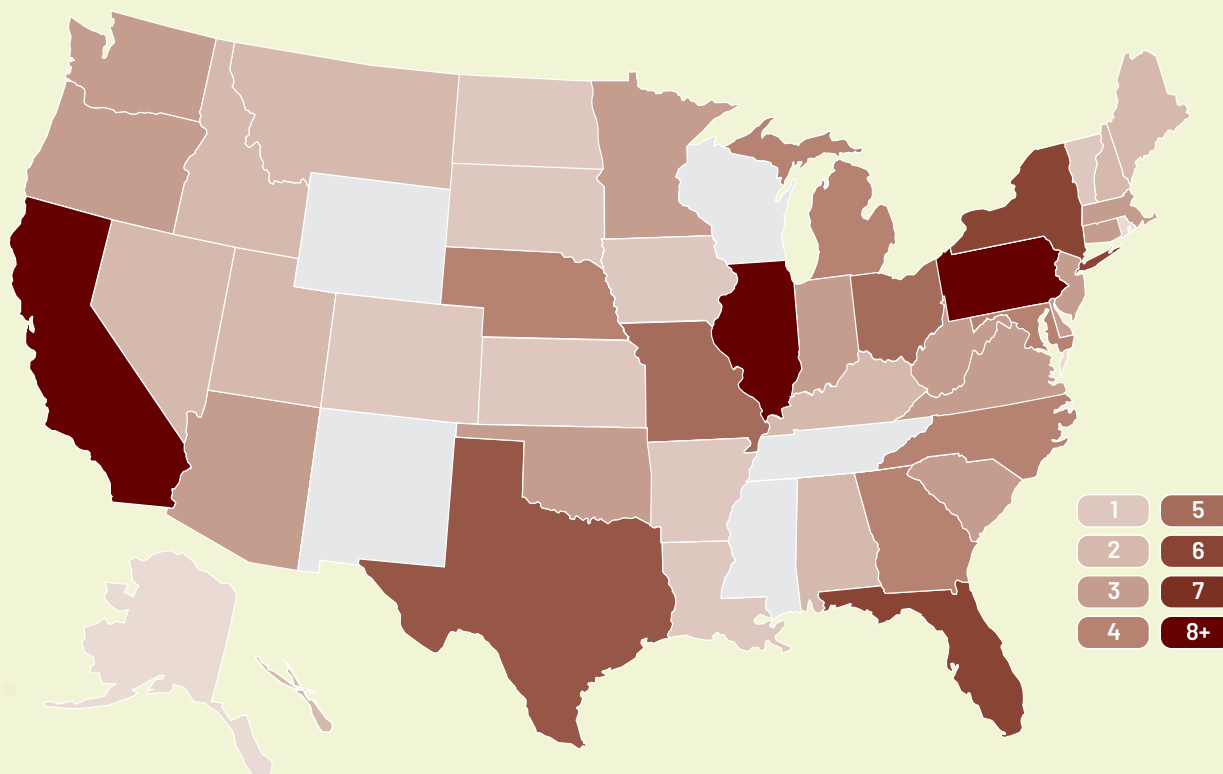


Contributions to SH PAC by Year

2016		\$430,170
2017		\$445,100
2018		\$425,605
2019		\$409,624
2020		\$445,594
2021		\$525,744

ASHA Congressional Meetings Per State 2021

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Number of Members of Congress

1 AK	3 DE	3 IN	4 MI	2 NH	8 PA	1 VT
2 AL	7 FL	1 KS	3 MN	3 NJ	1 RI	3 WA
1 AR	4 GA	2 KY	5 MO	2 NV	3 SC	3 WV
3 AZ	2 HI	1 LA	2 MT	7 NY	1 SD	
12 CA	1 IA	3 MA	4 NC	5 OH	6 TX	
1 CO	2 ID	4 MD	1 ND	3 OK	2 UT	
3 CT	8 IL	2 ME	4 NE	3 OR	3 VA	



Jeanne McGlynn Delgado of ASHA (far left) and Senator Ben Cardin (D-MD) (third from left)

2021 Chairman's Circle Event Charleston, SC ///

Left to right:

Mike and Amy McMillen, Donny Edwards,
Bryan Schachter and Kevin Pascoe



Left to right:

Lynne Katzmann
and Alexis Evanich



Left to right:

John and
Sarabeth Hanson

Left to right:

Donald Thompson, John Yedinak
and Eric Mendelsohn



Left to right:

Lisa and Doug Schiffer



Chairman Circle members
on the guided history walking tour

2021 Chairman's Circle Level Contributors ///

PREMIER
\$5,000

Ken Assiran	Capital Health Group, LLC
John Atkinson	Marsh
David Barnes	Watermark Retirement Communities
Thilo Best	Longview Senior Housing Advisors
Colleen Blumenthal	HealthTrust
Randy Bufford	Trilogy Health Services
Robb Chapin	Bridge Seniors
Dwayne Clark	Aegis Living
Chris Coates	Evergreen Senior Living
Breck Collingsworth	Resort Lifestyle Communities
Mike Damone	Cedarbrook Senior Living, LLC
Jon DeLuca	Senior Lifestyle
Jeff Dickerson	Ridge Care
Donny Edwards	Sagora Senior Living
Jerry Finis	Pathway to Living
Tim Fox	Senior Resource Group
David Freshwater	Watermark Retirement Communities
Jerry Frumm	Senior Lifestyle
Tom Grape	Benchmark Senior Living
Jim Gray	Bridgewood Property Company
Michael Grust	Senior Resource Group
David Hands	Salem Equity
Jim Hands	Salem Equity
Richard Hutchinson	Discovery Senior Living
Bill Kaplan	Senior Lifestyle
Lynne Katzmann	Juniper Communities
Dan Madsen	One Eighty Leisure Care
Bob Mercer	Cedarbrook Senior Living, LLC
Wick Peterson	Senior Resource Group
Alan Plush	HealthTrust
Kurt Read	RSF Partners
John Rijos	Chicago Pacific Founders
Greg Roderick	Frontier Management
Anja Rogers	Senior Star
Doug Schiffer	Allegro Senior Living
Wendy Simpson	LTC Properties, Inc.
David Smith	Sherpa CRM
Josh Stevens	Harbor Point Capital
Scott Stewart	Capitol Seniors Housing
Kathryn Sweeney	Blue Moon Capital Partners LP
Bill Thomas	Senior Star
Bob Thomas	Senior Star
Donald Thompson	Senior Living Communities, LLC
Dale Watchowski	American House REDICO
Margaret Wylde	ProMatura Group

LEADERSHIP
\$2,000 – \$4,999

Matthew Alley	Senior Living Investment Brokerage
Eleanor Alvarez	LeaderStat and The Ganzhorn Suites
Phil Anderson	Bridge Seniors
Steve Benjamin	Validus Senior Living
Jeff Binder	Senior Living Investment Brokerage
Steve Blazejewski	PGIM Real Estate
Dave Boitano	Lument
Matt Bork	Liberty Senior Living
Marcus Breuer	Touchmark
Mark Bultman	Capital One Healthcare Real Estate
Alan Butler	Erickson Senior Living
Bradley Clousing	Senior Living Investment Brokerage
John Cobb	Ventas
Tom Costello	Discovery Senior Living
Jim Coughlin	Northbridge Companies
Joe Daniels	Direct Supply
Corey Denman	Direct Supply
Doug Dollenberg	Brightview Senior Living
Kirk Domesick	Duane Morris LLP
Jason Dopoulos	White Oak Healthcare Partners, LLC
Sarah Duggan	Synovus Financial Corporation
Marilynn Duker	Brightview Senior Living
Alexis Evanich	PointClickCare
Chris Fenton	PGIM Real Estate
Martin Fenton	Senior Resource Group
Julie Ferguson	Ryan Companies
Ben Firestone	Blueprint Healthcare Real Estate Advisors
Jacob Gehl	Blueprint Healthcare Real Estate Advisors
Guy Geller	Grace Management, Inc.
John Getchey	ReNew REIT
Joel Goldman	Hanson Bridgett LLP
Paul Gordon	Hanson Bridgett LLP

LEADERSHIP \$2,000 – \$4,999

Lindsey Hacker	Validus Senior Living
Sarabeth Hanson	Harbor Retirement Associates
Dave Harper	Capital One Healthcare Real Estate
Judd Harper	The Arbor Company
Chris Hollister	Pegasus Senior Living
Donald Husi	Ziegler
Justin Hutchens	Ventas
Joshua Jennings	Cedarhurst Senior Living
Matthew Johnson	Morgan Stanley
Craig Jones	Lument
Adam Kaplan	Solera Senior Living
Bob Karn	Allegro Senior Living
Alice Katz	The Vinca Group
Susan Kayser	Duane Morris LLP
Michelle Kelly	National Health Investors
Mercedes Kerr	Belmont Village Senior Living
Pam Kessler	LTC Properties, Inc.
Aaron Koelsch	Koelsch Communities
Andy Kohlberg	Kisco Senior Living
Chris Kronenberger	Blue Moon Capital Partners LP
Joe La Rue	Sun Health
Rodger Lederer	Marsh
Steve Levy	Senior Lifestyle
Scott Lieber	Marsh
Chip Long	OnShift, Inc.
Clint Malin	LTC Properties, Inc.
Jeanne McGlynn Delgado	American Seniors Housing Association
Daniel McKeever	PGIM Real Estate
Kevin McMeen	MidCap Financial Services, LLC
Mike McMillen	Arena
Ron Mead	Senior Resource Group
Eric Mendelsohn	National Health Investors
Brian Morgan	Primrose Retirement Communities
Danielle Morgan	Clearwater Living
Suzanne Myers	Huntington National Bank
George Netscher	SafelyYou

LEADERSHIP \$2,000 – \$4,999

Wendy Nowokunski	Northbridge Companies
Michael Okaty	Foley & Lardner LLP
Earl Parker	Commonwealth Senior Living
Kevin Pascoe	National Health Investors
Blake Peeper	Bridge Seniors
Bobby Petras	Priority Life Care
Sevy Petras	Priority Life Care
Michael Pokora	Marsh
Jason Punzel	Senior Living Investment Brokerage
Will Purvis	Liberty Senior Living
Rebecca Randolph	Brinkmann Constructors
Jeff Ringwald	Walker & Dunlop
MJ Ritschel	Kisco Senior Living
Justin Robins	Senior Lifestyle
Ken Roos	Arena
Shannon Rusk	Oppidan
Matthew Ryan	Houlihan Lokey
Jeff Sands	HJ Sims
Ryan Saul	Senior Living Investment Brokerage
Bryan Schachter	Watermark Retirement Communities
Dana Scheppmann	PGIM Real Estate
Larry Schiffer	Allegro Senior Living
David Schless	American Seniors Housing Association
Bill Sciortino	Discovery Senior Living
Loren Shook	Silverado
Bill Shorten	Cascade Living Group
Toby Siefert	Senior Living Investment Brokerage
Tim Smick	Harbor Retirement Associates
Todd Stone	Ray Stone, Inc.
Rick Swartz	Cushman & Wakefield
Christian Sweetser	Silverado
Chris Taylor	Capital One Healthcare Real Estate
Ben Thompson	Senior Living Communities, LLC

PAC Giving – House Members by Committee ///**House Energy and Commerce Committee**

- Rep. Gus Bilirakis/R-FL-12
- Rep. Lisa Rochester Blunt/D-DE-AL
- Rep. Buddy Carter/R-GA-01
- Rep. Angie Craig/D-MN-02
- Rep. Dan Crenshaw/R-TX-02
- Rep. John Curtis/R-UT-03
- Rep. Lizzie Fletcher/D-TX-07
- Rep. Brett Guthrie/R-KY-02
- Rep. Richard Hudson/R-NC-08
- Rep. Robin Kelly/D-IL-02
- Rep. Adam Kinzinger/R-IL-16
- Rep. Ann Kuster/D-NH-02
- Rep. Cathy Rodgers McMorris/R-WA-05
- Rep. Markwayne Mullin/R-OK-02
- Rep. Tom O'Halleran/D-AZ-01
- Rep. Kathleen Rice/D-NY-04
- Rep. Raul Ruiz/D-CA-36
- Rep. Kurt Schrader/D-OR-05
- Rep. Kim Schrier/D-WA-08
- Rep. Paul Tonko/D-NY-20
- Rep. Lori Trahan/D-MA-03
- Rep. Fred Upton/R-MI-06

House Financial Services Committee

- Rep. Emanuel Cleaver/D-MO-05
- Rep. Madeleine Dean/D-PA-04
- Rep. Tom Emmer/R-MN-06
- Rep. Anthony Gonzalez/R-OH-16
- Rep. Josh Gottheimer/D-NJ-05
- Rep. French Hill/R-AR-02
- Rep. Jim Himes/D-CT-04
- Rep. Trey Hollingsworth/R-IN-09
- Rep. Bill Huizenga/R-MI-02
- Rep. Blaine Luetkemeyer/R-MO-03
- Rep. Carolyn Maloney/D-NY-12
- Rep. Patrick McHenry/R-NC-10
- Rep. Ed Perlmutter/D-CO-07
- Rep. David Scott/D-GA-13
- Rep. Brad Sherman/D-CA-30
- Rep. Steve Stivers/R-OH-15
- Rep. Ann Wagner/R-MO-02
- Rep. Maxine Waters/D-CA-43

House Leadership

- Rep. Katherine Clark/D-MA-05 Assistant Speaker
- Rep. Jim Clyburn/D-SC-06 Majority Whip
- Rep. Steny Hoyer/D-MD-05 Majority Leader
- Rep. Kevin McCarthy/R-CA-23 Minority Leader
- Rep. Nancy Pelosi/D-CA-12 Speaker

House Ways and Means Committee

- Rep. Earl Blumenauer/D-OR-03
- Rep. Vern Buchanan/R-FL-16
- Rep. Brian Higgins/D-NY-26
- Rep. Steven Horsford/D-NV-04
- Rep. Mike Kelly/R-PA-16
- Rep. Dan Kildee/D-MI-05
- Rep. Darin LaHood/R-IL-18
- Rep. John Larson/D-CT-01
- Rep. Carol Miller/R-WV-03
- Rep. Stephanie Murphy/D-FL-07
- Rep. Richie Neal/D-MA-01
- Rep. Jimmy Panetta/D-CA-20
- Rep. Bill Pascrell/D-NJ-09
- Rep. Tom Rice/R-SC-07
- Rep. Linda Sanchez/D-CA-38
- Rep. Brad Schneider/D-IL-10
- Rep. Adrian Smith/R-NE-03
- Rep. Jason Smith/R-MO-08
- Rep. Lloyd Smucker/R-PA-11
- Rep. Tom Suozzi/D-NY-03
- Rep. Mike Thompson/D-CA-05
- Rep. Jackie Walorski/R-IN-02
- Rep. Brad Wenstrup/R-OH-02

Other House Committees

- | | |
|-----------------------------------|----------------------------------|
| • Rep. Don Bacon/R-NE-02 | Agriculture |
| • Rep. Ami Bera/D-CA-07 | Foreign Affairs; Science |
| • Rep. Anthony Brown/D-MD-04 | Transportation |
| • Rep. Matt Cartwright/D-PA-08 | Appropriations |
| • Rep. Joaquin Castro/D-TX-20 | Ed/Labor |
| • Rep. David Cicilline/D-RI-01 | Judiciary |
| • Rep. Tom Cole/R-OK-04 | Appropriations |
| • Rep. Brian Fitzpatrick/R-PA-01 | Chair,
Problem Solvers Caucus |
| • Rep. Virginia Foxx/R-NC-05 | Ed/Labor (RM) |
| • Rep. Josh Harder/D-CA-10 | Appropriations |
| • Rep. Chrissy Houlahan/D-PA-06 | Small Business |
| • Rep. John Katko/R-NY-24 | Transportation |
| • Rep. Lucy McBath/D-GA-06 | Ed/Labor; Judiciary |
| • Rep. Mikie Sherrill/D-NJ-11 | Armed Services |
| • Rep. Mike Simpson/R-ID-02 | Appropriations |
| • Rep. Abigail Spanberger/D-VA-07 | Agriculture;
Foreign Affairs |
| • Rep. Eric Swalwell/D-CA-15 | Judiciary |

House Campaign Committees

- **Blue Dog PAC**
Moderate House Democrats
- **Democratic Congressional Campaign Committee**
House Democrat Campaign Committee
- **National Republican Congressional Committee**
House Republican Campaign Committee
- **New Democrats PAC**
Moderate House Democrats
- **Tuesday Group/Republican Governance Group**
Moderate House Republicans

PAC Giving – Senate Members by Committee ///

Senate Special Committee on Aging

- Sen. Richard Blumenthal/D-CT
- Sen. Bob Casey/D-PA
- Sen. Susan Collins/R-ME
- Sen. Mark Kelly/D-AZ
- Sen. Marco Rubio/R-FL
- Sen. Tim Scott/R-SC
- Sen. Raphael Warnock/D-GA

Senate Committee on Banking, Housing, and Urban Affairs

- Sen. Sherrod Brown/D-OH
- Sen. Catherine Cortez Masto/D-NV
- Sen. Mike Crapo/R-ID
- Sen. Jerry Moran/R-KS
- Sen. Ben Sasse/R-NE
- Sen. Tim Scott/R-SC
- Sen. Kyrsten Sinema/D-AZ
- Sen. Tina Smith/D-MN
- Sen. Jon Tester/D-MT
- Sen. Chris Van Hollen/D-MD
- Sen. Raphael Warnock/D-GA

Senate Committee on Finance

- Sen. Sherrod Brown/D-OH
- Sen. Tom Carper/D-DE
- Sen. Bob Casey/D-PA
- Sen. Bill Cassidy/R-LA
- Sen. John Cornyn/R-TX
- Sen. Catherine Cortez Masto/D-NV
- Sen. Mike Crapo/R-ID
- Sen. Steve Daines/R-MT
- Sen. Chuck Grassley/R-IA
- Sen. Maggie Hassan/D-NH
- Sen. James Lankford/R-OK
- Sen. Jerry Moran/R-KS
- Sen. Rob Portman/R-OH
- Sen. Ben Sasse/R-NE
- Sen. Tim Scott/R-SC
- Sen. Tina Smith/D-MN
- Sen. John Thune/R-SD
- Sen. Ron Wyden/D-OR

Senate Committee on Health, Education, Labor and Pensions (HELP)

- Sen. Bob Casey/D-PA
- Sen. Bill Cassidy/R-LA
- Sen. Susan Collins/R-ME
- Sen. Maggie Hassan/D-NH
- Sen. Tim Kaine/D-VA
- Sen. Jerry Moran/R-KS
- Sen. Lisa Murkowski/R-AK
- Sen. Patty Murray/D-WA
- Sen. Mitt Romney/R-UT
- Sen. Tim Scott/R-SC

Senate Leadership

- | | |
|-----------------------------|---------------------------|
| • Sen. Dick Durbin/D-IL | Majority Whip |
| • Sen. Mitch McConnell/R-KY | Minority Leader |
| • Sen. Patty Murray/D-WA | Assistant Majority Leader |
| • Sen. Chuck Schumer/D-NY | Majority Leader |
| • Sen. John Thune/R-SD | Minority Whip |

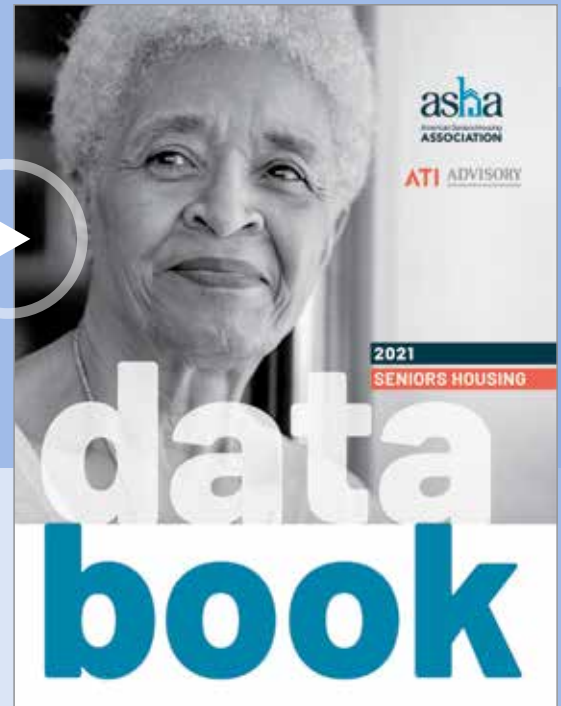
Other Senate Committees

- | | |
|----------------------------------|---------------------------|
| • Sen. Shelley Moore Capito/R-WV | Appropriations; Commerce |
| • Sen. Tammy Duckworth/D-IL | Commerce; Small Business |
| • Sen. Deb Fischer/R-NE | Commerce |
| • Sen. Mazie Hirono/D-HI | Judiciary; Small Business |
| • Sen. John Hoeven/R-ND | Appropriations |
| • Sen. Angus King/D-ME | Energy |
| • Sen. Patrick Leahy/D-VT | Appropriations; Judiciary |
| • Sen. Joe Manchin/D-WV | Appropriations |
| • Sen. Brian Schatz/D-HI | Appropriations; Commerce |

Senate Campaign Committees

- **Democratic Senatorial Campaign Committee**
Senate Democrat Campaign Committee
- **Moderate Democrats PAC**
Moderate Senate Democrats
- **National Republican Senatorial Committee**
Senate Republican Campaign Committee

Seniors Housing Data Book



/research recap

2021 Research & Publications

ASHA's proprietary research provides high-quality data and analysis that is unrivaled in the industry. We're committed to giving our members the most reliable, up-to-date information on a wide range of topics. And with exclusive on-demand access to most of

ASHA's extensive research archive via our website, members can source the specific material you need to make informed business decisions. The following provides a synopsis of some of our work this past year.



SIB Assisted Living:

An Important Option for Providing LTSS in the Community

SIB Independent and Assisted Living:

Complex Populations Deserving Integrated Housing, Clinical, and Lifestyle Support



2021 Seniors Housing Data Book & ASHA Policy Briefs

Drawing on the most currently available data from the Medicare Current Beneficiary Survey (MCBS), the *Seniors Housing Data Book* provides detailed information on the demographics, sources of insurance coverage, functional and health status, health care utilization, and spending of residents in seniors housing, nursing homes and older adults in traditional private housing. The *Data Book* was produced in association with ATI Advisory and will be

an annually produced report for the ASHA membership. [The 2021 Seniors Housing Data Book can be found here.](#)

ASHA also partnered with ATI Advisory to produce two policy-oriented Special Issue Briefs this year. The first, *Assisted Living: An Important Option for Providing LTSS in the Community*, was written for policymakers involved in budget reconciliation discussions to emphasize the critical role of

assisted living as an eligible Medicaid home and community-based service.

The Brief was widely distributed to Members of Congress and highlights policy goals that are singularly focused on keeping seniors at home to the exclusion of residential care settings and may overlook the significant benefits offered in senior living. [Assisted Living: An Important Option for Providing LTSS in the Community can be viewed here.](#)

Independent And Assisted Living: Complex Populations Deserving Integrated Housing, Clinical, and Lifestyle Support was published in December 2021 as part of a broader effort to quantify and detail the demographics and experiences of older Medicare beneficiaries living across a spectrum of housing options. [Please click here to view this Special Issue Brief.](#)

Entrepreneurial Spirit of Seniors Housing Volume IV

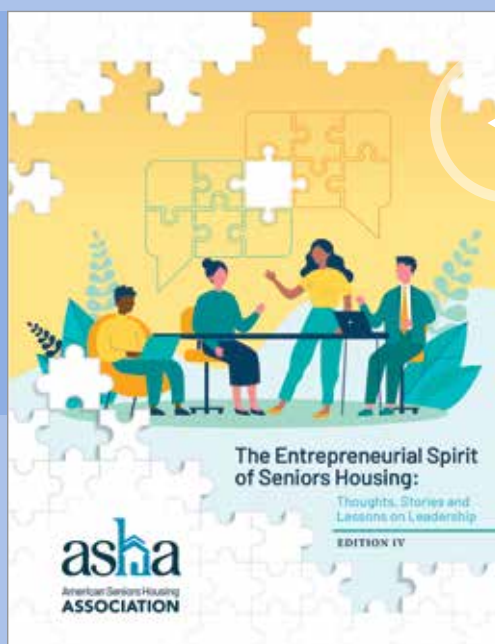
ASHA and The SeniorCare Investor published the fourth edition of *The Entrepreneurial Spirit of Seniors Housing*, written by Steve Monroe. The latest installment features chapters on Dwayne Clark (Ægis Living); John Erickson (Erickson Retirement Communities); Sevy Petras-Wells (Priority Life Care); Tim Smick (Harbor Retirement Associates); and Arnie Whitman (Formation Capital).

Volume IV of Entrepreneurial Spirit can be viewed by clicking here.

All four editions of *The Entrepreneurial Spirit* can be accessed in the members-only area of the ASHA website by logging in and selecting the Special Issue Brief/Industry Research tab from the left navigation. Previous editions include, Volume I: William Colson (Holiday Retirement

Corporation); Paul Klaassen (Sunrise Senior Living); W.E. "Bill" Sheriff (American Retirement Corporation/ Brookdale); Steven Vick (Sterling House/ Assisted Living Concepts/Signature Senior Living); and Patricia Will (Belmont Village Senior Living); Volume II: David Freshwater (Watermark Retirement Communities); Laverne Joseph

(Retirement Housing Foundation); William Kaplan (Senior Lifestyle); James Stroud (Capital Senior Living); and Bill and Bob Thomas (Senior Star); Volume III: Thomas Grape (Benchmark Senior Living); Michael Grust (Senior Resource Group); Lynne Katzmann (Juniper Communities); Chuck and Karen Lytle (Leisure Care); and Loren Shook (Silverado Senior Living).



The Entrepreneurial Spirit of Seniors Housing



ASHA 50

ASHA 50

ASHA's authoritative annual ranking of the largest 50 owners and operators of seniors housing in the U.S. was published

in the September/October issue of Seniors Housing Business.

The 2021 ASHA 50 supplement can be viewed by [clicking here.](#)

Consumer Research

ASHA and ProMatura Group conducted two extensive consumer surveys in 2021 that examined the sentiments of prospective consumers and adult children to gauge the impact of COVID-19 on senior living. [Results from the summer 2021](#)

[Consumer Survey](#) can be viewed by [clicking here.](#)

ASHA and ProMatura also published the results of a multi-year research project with over 1,700 respondents that examined how marketing and advertising

shape the opinions and decisions of prospective residents and adult child influencers. [Click here for Messages that Matter: How Senior Living Advertising/Marketing Impacts Move-In Decisions.](#)

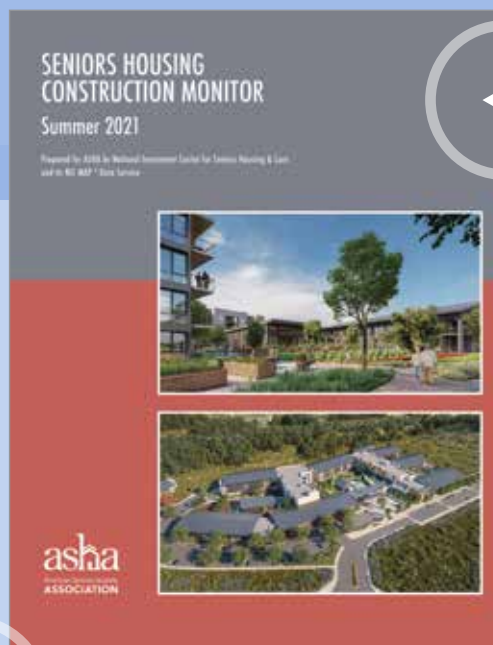
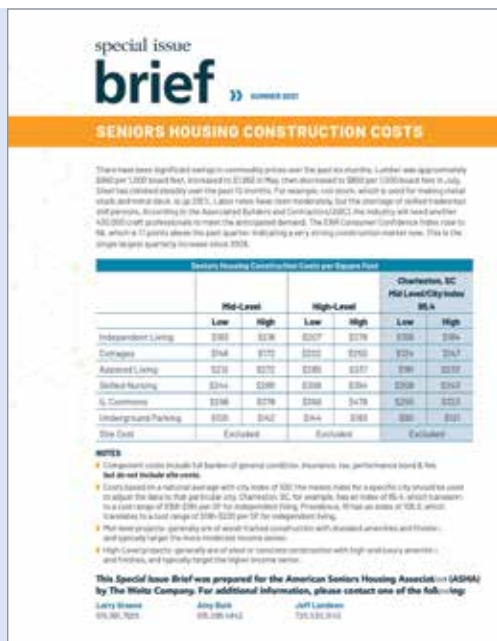


Consumer Study: Impact of COVID-19 on the Seniors Housing Industry



SIB Messages That Matter:

How Senior Living Advertising/Marketing Impacts Move-In Decisions



Seniors Housing Construction Monitor

SIB Seniors Housing Construction Costs

Construction Costs and Activity

ASHA published a *Special Issue Brief, Seniors Housing Construction Costs*, prepared by Larry Graeve, Amy Burk and Jeff Lundeen of Weitz Corporation. [The Brief, which can be found here](#), presents construction costs per square feet for independent living,

cottages, assisted living, skilled nursing, IL common space, and underground parking. The Brief also provides cost trends between January 2004 and July 2021.

ASHA also published a new edition of *Seniors Housing Construction*

Monitor through a special licensing arrangement with NIC Map Vision. The publication shows construction activity at the end of the second quarter 2021 for independent living, continuing care retirement communities, assisted living, memory care

and nursing care in primary and secondary markets. The report also includes supply estimates and penetration rates for the 75+ population. [Click here to view Seniors Housing Construction Monitor.](#)

Seniors Housing State Regulatory Handbook

ASHA and LeadingAge published its annual report summarizing key licensure and regulatory requirements for assisted living and continuing care retirement communities in all 50 states and the District of Columbia.

This report is based on a survey of state regulators and includes the comprehensive updated information about statutes and regulations that allow for third-party accreditation to satisfy full or partial compliance with state licensure,

certification, participation, or other requirements produced in association with CARF International and the Joint Commission. [Click here for the 2021 edition of the Seniors Housing State Regulatory Handbook.](#)

Compensation

ASHA's annual *Seniors Housing Compensation Report* was prepared by Pearl Meyer and was based on data from 60 senior living organizations, covering 162 positions and current

information about compensation program structure and design characteristics. ASHA members received a Special Issue Brief prepared by Jon Boba of Pearl Meyer outlining

five key takeaways from this year's *Seniors Housing Compensation Report*; survey respondents received the complete report in the Fall. [Click here to view.](#)

State of Seniors Housing

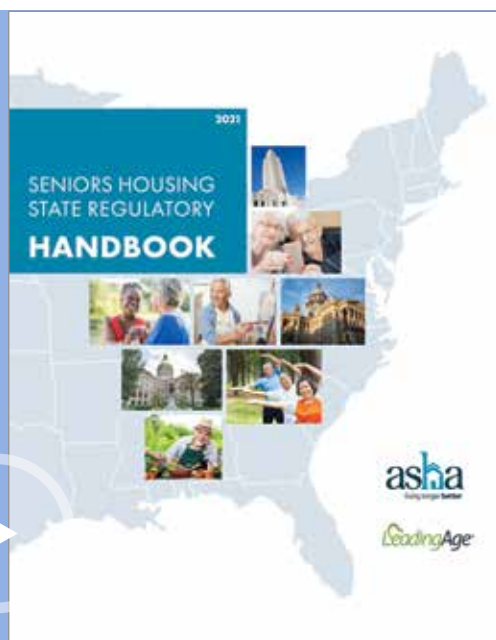
The 2021 *State of Seniors Housing* was sent in December to the ASHA membership and to all survey participants. This year's report summarizes data from a sample of

nearly 1,800 senior living communities comprising over 250,000 units as of 12/31/2020. The *State of Seniors Housing* research is conducted by HealthTrust in association with

ASHA, the National Investment Center for Seniors Housing & Care, Argentum, LeadingAge, and the National Center for Assisted Living.



SIB Compensation Survey Results: Five Key Takeaways



Seniors Housing State Regulatory Handbook



State of Seniors Housing

legal committee recap

ASHA Legal
Committee ///



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Hanson Bridgett



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KAYSER

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**STEPHEN
LEVY**

Senior Lifestyle

**ALLISON
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Bridge Seniors



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SCOLL**

Watermark Retirement
Communities



As part

of ASHA's new 2021-2026 strategic plan related to member engagement, the association launched a Legal Committee in 2021 which is Chaired by Elizabeth Chambers of Aegis Living. The Legal Committee met regularly throughout the year and assisted ASHA and its staff on an array of legal and operational matters impacting developers, owners and operators.

ASHA's members received updates throughout the year on a range of operational/ legal issues, including vaccine mandates, website accessibility, crisis communications, fair housing, and visitor management practices among others.

ASHA has filed Amicus curiae or "friend of the court" briefs routinely over the years in select cases with broad implications for

senior living. In 2021, the Association was involved in filing three such Amicus briefs in cases related to:

- 1) the use of The Prep Act as a legal defense for COVID-19 related claims;
- 2) the use of arbitration agreements by family members of assisted living residents; and
- 3) the continued inclusion of assisted living in the Texas Medical Liability Act.

In addition, we received a positive ruling in a Maryland case we supported with an Amicus brief last year involving whether recordation and transfer taxes are due on the value of intangible personal property, including goodwill, transferred in a business sale when recorded deeds evidence only conveyance of real property.



Where You Live Matters: How to Put ASHA's Consumer-facing, On-line Resources to Work for You

Earlier planning. When seniors learn about the holistic benefits of community living after visiting the Where You Live Matters website and its social media channels, they're more likely to choose a senior living option earlier.

More productive appointments. A base knowledge allows potential residents to get to important matters more quickly, ask pertinent questions, and feel more confident moving forward.

A faster sales cycle. When your sales team can spend less time educating and more time selling, they can close sales more quickly.

Share resources in your marketing automation programs. Sales and marketing teams can thoughtfully connect and follow up with prospects by offering smart information to address concerns or questions.

Connect on social media. Share Where You Live Matters Facebook and Instagram posts on your community's feed to provide information and inspiration to your followers.

Add the logo to your website. Link to educational articles on your community's website. They'll open in a separate tab, and you'll provide visitors with enhanced understanding and a greater sense of trust.

List your community. Drive organic traffic to your website by including your community in the Community Locator Tool on WhereYouLiveMatters.org.

/consumer education

Where You Live Matters

ASHA's Where You Live Matters digital initiative was launched with a simple goal: to help older adults and their families get friendly, authoritative, and unbiased information about senior living. The Where

You Live Matters platform has been used extensively during the COVID-period to deliver a comprehensive depiction of the industry's response to this unprecedented crisis and to challenge negative media coverage.

Outreach conducted for ASHA by ProMatura Group was used on the Where You

Live Matters digital platform throughout 2021 to show how the industry helped keep residents and associates happy, healthy and engaged throughout the COVID crisis. The materials from the ASHA/ProMatura "Successes" project can be viewed in their entirety here.

Over 820,000 consumers utilized the Where You Live

Matters website between January and November 2021, generating over 13.4 million impressions. Our social media presence on *FaceBook* and *Instagram* produced 1.1 million impressions and continues to push traffic to the Where You Live Matters website.

**Where You
Live Matters
Committee ///**



JIM
BOWE

GlenAire HealthCare



LETITIA
JACKSON

Senior Star



CINDY
LONGFELLOW

Juniper Communities



AMY
MCGUIRE

Senior Resource Group



BRETT
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Greystar



ABBY
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Sunrise Senior Living



DOUG
SCHIFFER

Allegro Senior Living



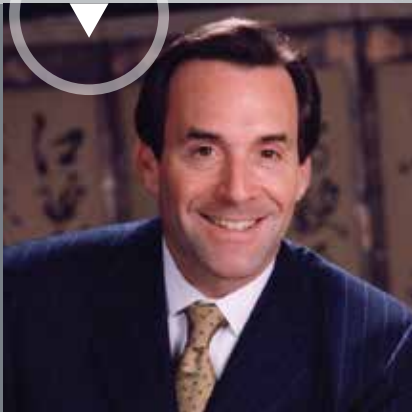
JANINE
WITTE

Senior Lifestyle



JILL
ASHTON

Lytle Enterprises



LARRY
COHEN

Trustwell Living



KELLY
COOK ADDRESS

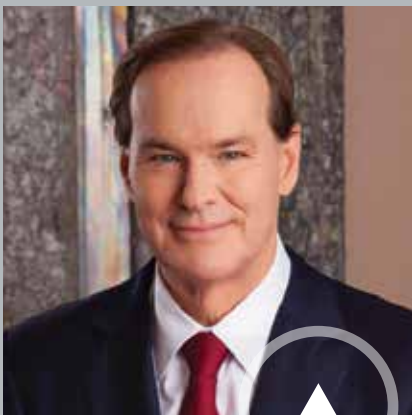
Sage Senior Living

/ new asha executive board



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FICKER

LifeStar Living

members



TOREY
RISO

Huron



ADAM
SHERMAN

Live Oak Bank



JOSH
STEVENS

Harbor Point Capital

2022 meeting schedule

January
24-26

**ANNUAL
MEETING**



Arizona Biltmore
Resort
Phoenix, AZ

March
1

**REGIONAL
ROUNDTABLE**



Waldorf Astoria
Buckhead
Atlanta, GA

March
22

**REGIONAL
ROUNDTABLE**



The Statler
Dallas, TX

May
6

**ALZHEIMER'S
ASSOCIATION
BRAIN BALL**



The Ritz-Carlton
Washington, DC

May
24

**REGIONAL
ROUNDTABLE**



Westin Copley Place
Boston, MA

June
7-8

**MID-YEAR
MEETING**



Omni Interlocken
Resort
Broomfield, CO

August
2

**REGIONAL
ROUNDTABLE**



Avenue of the Arts
Costa Mesa, CA

August
3

**REGIONAL
ROUNDTABLE**



Grand Hyatt Seattle
Seattle, WA

September
13

**EXECUTIVE
BOARD MEETING**



Marriott
Marquis
Washington, DC

November
2-3

**CHAIRMAN'S
CIRCLE**



The Ritz-Carlton
Sarasota, FL

The 2021 Senior Living Hall of Fame inductees



CARL
CAMPBELL

CAMLU



ROBERT & WILLIAM
THOMAS

Senior Star



PATRICIA
WILL

Belmont Village Senior Living

> [Click here to return to Table of Contents.](#)

35

2021

hall of fame inductees

Four

preeminent, pioneering senior living leaders were named to the 2021 Senior Living Hall of Fame. The annual honor is awarded by the American Seniors Housing Association (ASHA).

The Senior Living Hall of Fame recognizes the visionaries who have distinguished themselves through uncommon foresight and ground-breaking innovation. These are industry leaders with an unwavering commitment to community lifestyles that enhance choice, independence, dignity and personalized service.

The 2021 class joins 14 previous Senior Living Hall of Fame honorees.

The recipients were chosen by the Senior Living Hall of Fame Selection Committee. It is chaired by former ASHA Chairman, Larry Cohen of Trustwell Living. Committee members are Lois Bowers of *McKnight's Senior Living*, Steve Monroe of *The SeniorCare Investor*, Matt Valley of Seniors Housing Business, and Tim Mullaney of *Senior Housing News*.

/2021 sponsorship acknowledgment

ASHA thanks the following 2021 meeting and research sponsors.



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RETIREMENT COMMUNITIES®

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SENIORLIVING
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MatrixCare
by ResMed

 Ziegler



American Seniors Housing
ASSOCIATION

5225 Wisconsin Avenue, NW Washington, DC 20015	Suite 502
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