CELEBRATING A QUARTER CENTURY OF LIVING LONGER BETTER

1991 - 2016
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ASHA IS THE INDUSTRY THOUGHT-LEADER PROMOTING QUALITY AND INNOVATION, ADVANCING RESEARCH, EXCHANGING STRATEGIC BUSINESS INFORMATION AND INFLUENCING LEGISLATIVE AND REGULATORY MATTERS.
PART I A 25-Year Perspective
ASHA Leadership circa Mid-1990s: L to R: David Schless, ASHA; Mark Schulte, Brookdale Senior Living; Phil Downey, Marriott Senior Living Services; Christopher Coates, American Retirement Corporation.
Look back at when seniors housing began to emerge and come into its own, when multi-family developers, long-term care operators, hospitality groups and others saw an opportunity to fill a gap in serving seniors, and that’s when the American Seniors Housing Association (ASHA) was formed, during the industry’s earliest days.

Today, 25 years after ASHA was founded in 1991, the association and its 400-plus members are at the forefront of senior living, continuing to lead what’s become a diverse, dynamic and thriving collection of enterprises with one overriding mission: Helping seniors live longer better.

ASHA started under the auspices of the National Multifamily Housing Council (NMHC), which represents apartment owners, managers and developers. In 1991, about 25 NMHC members with varying degrees of interest in seniors housing gathered in Orlando, FL, to share their perspectives and priorities, and that was the beginning of ASHA.

Membership in the NMHC affiliate grew as the seniors housing business gradually moved beyond its formative stages and began to draw more attention from the capital markets and investors.

This was when independent living communities were prevalent, although continuing care retirement communities had long been underway and were primarily the province of not-for-profit sponsors. Assisted living, meanwhile, was gaining momentum after an embryonic start in the mid-1980s.

Of course, the ASHA membership roster has changed over the years along with the ebb and flow of the business, but some of the participants during the formative stages were:

- Alternative Living Services
- American House Senior Living Communities
- American Retirement Corporation
- Angeles Housing Concepts
- Arv Assisted Living
- Brookdale
- Capital Senior Living
- Classic Residence by Hyatt
- Coopers & Lybrand
- Era Care
- Freedom Group
- Forest City Residential Development
- Fourmidable Group
- Greystone Communities
- Hanson Bridgett
- Hillhaven Corporation
- Holiday Retirement
- JMB Realty Corporation
- Kapson Senior Quarters
- Kisco Senior Living
- Legan, Inc.
- Leisure Care
- Marriott Senior Living Services
- Oxford Realty Services Corp.
- PaineWebber Properties
- Prudential Mortgage Capital Company
- Retirement Housing Foundation
- Senior Housing Investment Advisors
- Senior Lifestyle Corp.
- Senior Resource Group
- Sunrise
- Summerville
- The Fountains
- The Shelter Group/Brightview Senior Living
- Thompson White & Associates
- Walker Methodist
As the industry, and in turn ASHA, advanced throughout the 1990s, it became evident over time that the priorities and issues within seniors housing were diverging from those of the apartment sector. NMHC annual meetings grew from about 400 attendees in 1991 to nearly 2,000 by the end of the decade, so seniors housing members agreed it was time to sharpen the focus on senior living and strike out on their own. This led in 2000 to ASHA establishing itself as a separate, independent association.

ASHA’s prominent role in representing seniors housing over the course of its first 10 years was driven, to a significant extent, by the explosive growth of assisted living in the late 1990s and early 2000s.

Drawn by the promise of the impending boom in the seniors demographic and the sudden emergence of a novel approach to caring for seniors that rejected institutionalization in favor of a more traditional, home-like setting with support services, Wall Street and a wide swath of investors readily bought into the future of assisted living.

By the turn of the decade, 19 publicly traded seniors housing companies were underway. Capital was abundant, resulting in peak construction during this period of 66,000 units annually.

Widespread development of assisted living led to far greater capacity and market penetration. This triggered broader consumer awareness of senior living alternatives, giving not only assisted living but all variations of seniors housing a tremendous boost.
Seniors housing continued its upward trajectory as the 2000s got underway.

Real estate investment trusts (REITs) specializing in the ownership of senior living properties gained considerable momentum in the public markets, thanks to the growing recognition of the value and potential in seniors housing, a relatively new entrant in the commercial real estate sector.

Commercial mortgage-backed securities (CMBS), meanwhile, were another force fueling the steady pipeline of development that launched a new generation of operators.

In the face of the 2008 financial morass that became the Great Recession, senior living was remarkably resilient while the rest of America’s economy struggled to regain its footing. Occupancy was relatively stable and rate increases were unabated. Investors took notice, moving senior living further into the spotlight, thanks to its steady performance.

Occupancy and rate increase metrics remain strong post-Great Recession, with market fundamentals generally in balance, though construction driven by a broad range of capital sources has ramped up significantly.
Throughout its first 25 years, ASHA focused primarily on three enterprises:

**ADVOCACY**

**RESEARCH AND REPORTS**

**FORUMS FOR EXCHANGING STRATEGIC INFORMATION**

The association’s advocacy professionals have been extremely effective in educating policymakers about the industry and protecting its interests.

ASHA’s representatives have extensive experience on Capitol Hill, working on an ongoing basis with members of Congress with jurisdiction over housing issues, tax-writing committees, the Senate Aging Committee, congressional leadership, and key legislators to ensure the industry has a strong voice on policy matters.

One of the pivotal forces behind ASHA’s success on Capitol Hill is its Seniors Housing PAC, which was the first of its kind and is focused on maintaining a strong, unified voice on federal issues impacting seniors housing. The PAC helps prevent costly and bureaucratic federal regulation, while establishing trust and credibility with key members of Congress.

The Seniors Housing PAC has grown tenfold since it was founded in 2003. Funding climbed from approximately $40,000 annually at the outset to about $400,000 annually in recent years. The industry’s advocacy commitment remains steadfast, providing a voice on the outcome of vital issues to owners and operators.

ASHA from the outset has consistently assembled a deep, vigorous mix of research and reports that disseminates timely, relevant and actionable information.

Annual hallmark publications include *The State of Seniors Housing*, ASHA 50, *Seniors Housing Construction Trends Report* and *State Regulatory Handbook*. Special Issue Briefs that are routinely published cover a wide range of topical issues impacting seniors housing, such as customer service, assisted living regulation, optimizing sales through

**L to R: Jeanne McGlynn Delgado, ASHA; Senator Tom Carper (D-DE)**
ASHA Staff in 2015: L to R: Jeanne McGlynn Delgado, David Schless, Doris Maultoby, Krystalle Campo
“compassion and competency”, criminal background checks, CPR in independent living and assisted living communities, management companies and fees, and senior living’s role in the new post-acute world.

Considerable investment in cutting edge research over the last 25 years has been another major achievement, with an emphasis on consumer research, in particular.

Studies have examined: Senior customers’ decision-making process to move to seniors housing; the specific attributes that drive high customer satisfaction; what makes independent living customers feel at home; senior living for the next generation; attributes that predict success and yield the greatest sense of perceived benefit to independent living residents; and the mindset of adult children and what would prompt them to move to seniors housing.

Without fail, ask any ASHA member about the benefits of participating in the association, and one of the first responses will be the Annual Meeting and other assemblies held throughout the year.

These are stimulating, thought-provoking gatherings of the nation’s top seniors housing professionals where participants candidly share information and business insights, debate issues of common interest, and hear nationally recognized speakers.

Featured speakers and panels probe timely matters concerning trends in the capital markets, seniors housing operations, the economic outlook, best management practices, technology, consumer research, legislative activities, valuation updates, legal issues, sales and marketing strategies, and case studies.

PREPARING FOR THE FUTURE

As ASHA was closing in on its 25th year, the seniors housing industry found itself on the cusp of a new era. The first wave of aging Baby Boomers and the trend toward extended life spans mean demand for seniors housing will increase as much as 75 percent by 2030, with the initial surge hitting shortly after 2020.
Furthermore, growth over the past 25 years has resulted in a multi-faceted industry with multiple stakeholders and varying regulatory models across the country. Major changes in the nation’s health care system are creating new opportunities in post-acute care. And increasing ethnic and cultural diversity, the challenges associated with providing affordable housing and services, and emerging technologies which allow seniors to prolong their stays at home are all transforming the marketplace.

Against this backdrop of escalating change, ASHA in 2014 took stock of its mission, engaged the entire membership in preparing for the future and initiated a strategic planning sequence.

The result was the 2015-2020 ASHA Strategic Plan, based on the vision of “Living Longer Better” and the objective of supporting industry leadership with five overarching goals encompassing Advocacy, Research, Leaders, Meetings, and Industry Promotion.

ASHA members at all levels contributed to the development of the strategic plan, with more than 300 members participating through committees, surveys, meetings and other means of offering their views. Their input and guidance led to the development the following criterion:

**MISSION**

ASHA is the industry thought-leader promoting quality and innovation, advancing 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

**STRATEGIC GOALS AND OBJECTIVES**

- **Advocacy** -- Deliver a coherent, coordinated legislative program at the federal level with increased focus and select engagement on state policy
- **Research** -- Be a leading resource for the industry to provide credible knowledge and research promoting quality, innovation and differentiation across the spectrum of the age-qualified housing industry
- **Leaders** -- Develop a systematic process for identifying prospective members and developing future ASHA leaders
- **Meetings** -- Restructure meetings to better engage, educate and inform members
- **Industry Promotion** -- Educate the general public on the benefits of senior living and provide unbiased resources that guide seniors and family members through the decision-making process when considering senior living options

ASHA, backed by a clear consensus on its future direction, is moving ahead to enrich its role as an industry thought leader; position itself to meet the evolving needs of members; provide the industry with a unique forum to anticipate, assess and influence the forces shaping seniors housing; and be a vital and fluid platform to help sustain and cultivate customer loyalty and goodwill, while promoting long-term growth.
ASHA CELEBRATES THE DEVELOPMENT, OWNERSHIP, OPERATIONS AND FINANCING PROFESSIONALS WHO ARE AT THE HEART OF THE INDUSTRY’S AND ASSOCIATION’S SUCCESS.
PART II  An Entrepreneurial Spirit and Deep, Personal Commitment
Commemorating the American Seniors Housing Association’s 25th anniversary revolves around the individuals who had a vision for what seniors housing could be, those with an entrepreneurial spirit who pushed ahead, and the industry’s leaders with a deep, personal commitment to the communities that improve the lives of seniors in so many ways.

ASHA celebrates the development, ownership, operations and financing professionals who are at the heart of the industry’s and the association’s success.

**Bill Kaplan** | Senior Lifestyle Corp.: I go back to the original days when we were a committee, part of the National Multifamily Housing Council. It was a fragmented business. A lot of people were jumping on the bandwagon with the graying of America and saw an opportunity to develop and operate seniors housing communities. You saw the aging-in-place and realized if you didn’t adapt to something more than independent living, then you would have a very active back door and wouldn’t be able to keep residents in your community. So for survival, we got into the assisted living business, and we became a full service business. As part of the National Multifamily Housing Council, there were 800 people at meetings, and we had 50 or 60 at the beginning. We didn’t have many more than that.

**David Freshwater** | Watermark Retirement Communities: It was a very tiny industry 25 years ago. Seniors housing was a very niche business with very few for-profit owners and operators. In fact, in 1987 when we opened our first community, The Fountains at La Cholla, we were one of only four or five for-profit senior housing communities in the entire state of...
Arizona. Although I didn’t feel that way at the time, it really was quite a pioneering industry. Those of us who were operating at that time sort of invented things as we went along.

**MARK SCHULTE** | formerly with Brookdale Senior Living: We certainly started out as a very small group at a time when the industry was very small. There was not a lot of shared information. The association served a valuable function in bringing people together and sharing information. And plus, there were a lot of friendships and relationships that formed from those early days. If you look around today, a lot of the same people are still in the industry that were there when it was just starting out. The association has done a great job through its growth by paying attention and keeping true to those original priorities, and that’s where tremendous value to the membership has come in.

**PATRICK KENNEDY** | Hawthorn Retirement Group: I’ve been involved in the association from the time when I joined Holiday Retirement Corp., which was in 1995. I actually started out as an attorney for Holiday back in 1983, so I knew Bill Colson for a long time. My experience with ASHA is largely colored by my huge fondness for the memory of Bill Colson. Bill early on seized upon ASHA as an important contributor to the growth of the industry. We needed a voice in D.C., principally, to help move senior housing out of this very, very obscure niche category into something that was a more recognized investment grade asset that helped bring capital to the business and helped bring talent to the business. The focus on representing the industry in D.C. and making sure that regulation is well vetted and the legislators understand the consequences of what they might put in place is probably first and foremost what’s important to us. Our experience working with ASHA has been uniformly positive.

**MARY LEARY** | Mather LifeWays: Jonathan Kempner, former CEO of the National Multifamily Housing Council, and I had worked together at Oxford Development Corporation. He approached me after I joined Hyatt to see what I thought about NMHC creating a seniors housing association and what the value proposition would be for members. We talked about needing a vehicle for networking, benchmarking and research.

**NOAH LEVY** | PGIM Real Estate (formerly Prudential Real Estate Investors): Prudential has been there from the beginning. The business was emerging from being a cottage industry. People were reaching out and getting to know one another. Everybody was talking about Baby Boomers, and all we were
dealing with was Baby Boomers’ parents. And we still haven’t finished dealing with Baby Boomers’ parents. It really is remarkable how much change there’s been in terms of who we’re serving and the average age. All those things have changed.

LARRY COHEN | Capital Senior Living: I’ve been with the association since it started. Actually I was involved with the National Multifamily Housing Council before ASHA started, so I was one of a small group back in the early 1990s. We met in a conference room and realized that we needed another entity to represent the seniors housing industry, so it was formed as a subsidiary of the National Multifamily Housing Council.

MICHAEL GRUST | Senior Resource Group: 1991 was when we were, as an industry, just getting our legs underneath us, and we’re still getting our legs, in my opinion. But we needed a group to represent owners and operators and developers, and we were just starting to understand how to inform consumers. We are in a very complex industry. It’s health care, it’s hospitality, and it’s real estate. We really needed a voice and an opportunity to get together and spend time with likeminded, committed people in the business. We started to push this along, started to share concerns and share information and identify objectives.

JOHN RIJOS | Chicago Pacific Founders: Back in the early days, ASHA was much smaller, so there were a lot of topics we’d cover during conversations and a lot of mingling and visiting. Over the years, it got to be much more substantial in terms of programming, presentations and knowledge-sharing. The association was able to gauge and measure what it is that the membership wanted to learn about and gear the programs to those topics. By going through the five-year strategic planning process during the last year or two, we looked at how the organization can best serve the members. And as a result of getting lots of people involved, there was significant
engagement and ownership, so we have a consensus on our priorities for the next five years.

PHIL ANDERSON | ROC Seniors: I got involved when it was a committee with the National Multifamily Housing Council. We were starting up with the Hyatt seniors housing group. We realized that something was needed and ended up finding an organization that was going to influence the future of the industry through a federal and national perspective. It was an eye-opening experience. I had no idea you could affect legislation with a relatively small group.

TONY MULLEN | Royal Star Properties: You could see that this industry was being driven by a group of very caring people who wanted to see it grow with more professionalism. ASHA has really carved out a beautiful niche for what they do. The senior leaders know that they’re going to get their best operational and networking information from ASHA.

BILL THOMAS | Senior Star: Those times were so entrepreneurial. This was so new. Assisted living had hardly even had a breath yet. So it was all about congregate care back then, and it’s a word you hardly
PARTNERING WITH THE ALZHEIMER’S ASSOCIATION

The American Seniors Housing Association’s longstanding partnership with the Alzheimer’s Association dates back to the late 1990s. Over the years, ASHA members have worked tirelessly to raise awareness of this dreadful disease while raising funds to help support the important work of the Alzheimer’s Association.

ASHA’s Annual Meetings have hosted a number of Alzheimer’s-related presentations from top representatives of the Alzheimer’s Association, including Dr. Jeffrey Cummings of UCLA, David Hyde Pierce, Frank Broyles and, most recently in 2016, Dr. Maria Carrillo, the Chief Science Officer of the Alzheimer’s Association.

ASHA actively encourages its members to participate in the annual Walk to End Alzheimer’s. In 2015, the ASHA membership fielded 2,397 walking teams, which collectively raised over $5.1 million (7% of all Walk Revenue raised during the year). In addition, ASHA’s government affairs team enjoys a close working relationship with the government affairs team of the Alzheimer’s Association, including active participation in their nonprofit advocacy organization, the Alzheimer’s Impact Movement.

ED KENNY | LCS: Clearly, the industry was in its infancy and very fragmented. What was lacking was a forum where senior management could sit down and talk about the state of the industry. Up until ASHA was formed, the industry lacked connection points to talk about issues. I have learned a lot professionally through the folks in the association, so it’s been a great opportunity to collaborate with colleagues. That’s a big advantage. It’s critical that the senior housing space have a platform on which to promote itself and give credibility with all the good things that we do. And ASHA definitely provides that platform. Collaboration, education and credibility are why ASHA is so important.

RANDELL BUFFORD | Trilogy Health Services: The association was very operationally-oriented when I first started. We’d talk a lot about operational things, which were great, but we didn’t have the macro-financial market conditions perspective that we do today. We didn’t have, obviously, a big legislative push, so those have added value. Along the way, ASHA has been very responsive to threats,
This allowed the industry to develop as a consumer product, rather than a pure, heavily regulated health care product. Some of the publications like *The State of Seniors Housing* and the consumer survey reports were helpful in educating investors. One of the most important things that ASHA does is create the personal connections, particularly at a senior level, a C-suite level, that allow people to interact and get to know each other and get to understand the industry better. That’s been extremely helpful. There’s also been a real push throughout to professionalize the industry and hold it to high standards.

such as the litigation crisis. The organization has grown and it’s become broader in terms of recognizing that senior housing, and the CCRC communities, all are playing in lots of different areas, and we need to talk about all of them. ASHA gives us a common platform to access information, resources, share best practices, and pick up on new ideas. The networking, obviously, is a fabulous way to do that.

**JERRY DOCTROW** | formerly with Stifel: ASHA helped establish the industry, taking it from kind of a mom-and-pop group to a more established business. We’ve seen the industry mature and grow a good deal since then. One of the most important things the association did was avoid the skilled nursing mold with heavy regulation at the federal level.

25 YEARS LEADING ASHA
DAVID SCHLESS

Throughout its entire 25 years, going back to when the American Seniors Housing Association was founded, President David Schless has been an integral force behind the association’s success, leading the organization through its extraordinary growth with uncommon foresight and an unwavering commitment marked by a thoughtful, gracious touch.

He joined the National Multifamily Housing Council (NMHC) in 1991 to head its nascent seniors housing committee after earning a Bachelor of Science degree from the Center for Aging and Human Development at the University of Connecticut, and a Master of Science degree from the Department of Applied Gerontology/Center for Studies in Aging at the University of North Texas. He was on the staff of the National Association for Senior Living Industries (NASLI) before moving to lead ASHA.

He shared the following observations as he reflected on his 25 years with ASHA:

I have always felt that I was in the right place at the right time after working at NASLI. I met a number of people during my two years with NASLI who played very prominent roles in the industry over the past 30 years or so. I was blessed to have had the opportunity to start ASHA, and I give NMHC an enormous amount of credit for their foresight. They moved into seniors
THE FACES OF ASHA

Spanning 25 years

Wayne Kaplan, Premier Senior Living
Dr. Laverne Joseph, Retirement Housing Foundation
J. Robert Gillette and Rob Gillette, American House Senior Living Communities
Michael Milhaupt, The Wolff Company
Michael Ferreira, Propel Insurance; John Atkinson, Willis Towers Watson
Thomas DeRosa, Welltower, Inc.; Mercedes Kerr, Welltower, Inc.

2011 Chairman’s Circle Event in Phoenix, AZ
Industry Leadership circa 1998 L to R: David Schless, ASHA; Dr. Paul Willging, American Health Care Association; Karen Wayne, Assisted Living Federation of American; John Rother, AARP; Sheldon Goldberg, LeadingAge; Steve McConnell, Alzheimer’s Association

John Durso, Nixon Peabody, LLP

Chris Winkle, Sunrise Senior Living

Eric Mendelsohn, National Health Investors, Inc.

Jeff Dickerson, Ridge Care, Inc.

Joe Eby, Bickford Senior Living; Mark Schulte, Brookdale Senior Living; Tiffany Tomasso, Sunrise Senior Living (now with Kensington Senior Living); Dan Baty, Emeritus Senior Living; Jim Emerson, Westminster Communities of Florida; Arnold Whitman, Formation Capital

Rachelle Bernstecker, ASHA; Curtis “Bill” Reeve, The Advent Group; David Reeve, The Advent Group; Doug Bath, NorthStar Asset Management Group

Alice Katz, The Vinca Group; Greg Stapley, CareTrust REIT

Heidi Brunet, Berkadia Commercial Mortgage LLC; Jessica Morgan Wolters, Jones Lang LaSalle

Jerry Finis, Pathway Senior Living

Debra Laycock, Guaranty Bank; Tom Grape, Benchmark Senior Living

Adam Kane, Erickson Living

Jack Cullison, Enlivant
Judy Mareczewski, Leisure Care; Angela Mago, KeyBank Real Estate Capital

Chip Gabriel, Generations, LLC

Jerry Frumm, Senior Lifestyle Corporation

John Moore, Atria Senior Living

L to R: Granger Cobb, Emeritus Senior Living; Marilynn Duker, Brightview Senior Living; Gary Puma, Springpoint Senior Living

Aaron Koelsch, Koelsch Communities

Casey Moore, Lancaster Pollard; Sean Huntsman, PNC Real Estate

Paul Denby, Milestone Retirement Communities; Manh Hogan, LTC Properties
Michael Pokora, Willis Towers Watson; Aaron D’Costa, Virtus Real Estate Capital

Michael Zauman, Kwal; Lori Alford, Avanti Senior Living

Alan Butler, Erickson Living; Mark Orban, Sunrise Senior Living (now with HCP)

Terry Howard, MBK Senior Living

L to R: Matthew Whitlock, CBRE; James Gray, Bridgewood Property Company; Ron Guziak, Sun Health Senior Living

Melanie Werdel, Emeritus Senior Living; Vicki Clark, Vintage Senior Living

Cathy Voreyer, Wells Fargo Bank; Mary Miller, Front Porch

Michael Zusman, Kwal; Lori Alford, Avanti Senior Living

Tim Smick, Harbor Retirement Associates

Martin Fenton, Senior Resource Group

Kevin Maddron, CNL
housing during a very difficult period for the industry in the early 1990s when a lot of people actually questioned whether it was possible to be profitable in this business.

I also think NMHC was ideally suited to start this organization. They have always had tremendous leadership and an extremely professional and talented staff. I had an enormous advantage starting ASHA within the confines of a very well-run, very successful organization and to this day, I have the utmost respect for the Council.

Because of NMHC’s financial resources, I had the luxury of initially spending my time recruiting the industry’s leaders. I literally did not care how many members we had; I just wanted to populate the organization with the highest quality developers and operators and financiers. To this day, we limit our recruiting efforts because there is no doubt in my mind the quality of our members is far more important than how many people in total come to our meetings.

The other thing that NMHC instilled in us was the sense that we didn’t have to be all things to all people. Bill Elliott of Angeles Housing Concepts was ASHA’s first chairman and was a former NMHC chairman. Every time we would speak on the phone, he would remind me that I would be better off if I focused on doing fewer things really well. He stressed being focused and striving for excellence, and his counsel has served us well.

The reality is we have focused on advocacy, research and high-level meetings and people benefit from how it drills down into the details. The association continues to do a great job of reminding people we can’t think in the same way we have in the past. We have to change our thinking, because the market is driving us to change our thinking.

ANDY KOHLBERG | Kisco Senior Living: The organization has done a great job representing the industry’s voice in Washington on the political front. They’ve been the best organization in our industry for that. Others have tried, but have not been as successful as ASHA. They’ve also been a big part of the conversation in terms of getting better data pulled together for the industry, which has helped institutional investors understand and become aware and attracted to the
industry from an investment perspective. We use *The State of Seniors Housing* to benchmark our budgets and set targets. So we use and study the report in-depth every time it comes out. Publications like the construction report and some others are very helpful. We use them a lot.

ANDY SMITH | Brookdale Senior Living: We think it’s important to fully support our trade associations, and so that’s why I personally have participated and why the company has participated. ASHA has made great strides. The organization has done a lot to position itself to be an advocate for the industry as it matures, evolves and grows. The association is perfectly positioned for that. I’m very excited about the strategic planning process and the outcome of it.

JIM HANDS | Salem Equity: You get a lot of people at ASHA that will talk about the real issues they’re facing. It’s small enough to where it’s still more like, “Hey, we’re in this together,” and it’s not so big that you just feel like you’ve got to guard every secret. There’s a lot of give-and-take and a lot of camaraderie and communication. Those relationships go long and deep. It’s a place where you actually get time to interact at a high level. As an industry, we figured out how to run the business with help from ASHA, where great ideas are seen at very high levels in an unguarded basis. That sharing of ideas and communication have really helped this industry get a lot better. ASHA has also been a big part of satisfying the capital sources that take risks with us.

PATRICIA WILL | Belmont Village Senior Living: Those who came before me had a lot of courage to split off from the National Multifamily Housing Council. Look now at the robust resources that we enjoy, such as a very strong balance sheet. We’re positioned to really help the industry, the consumers and employees. I love seeing ASHA’s involvement in the development of professional education through its founding membership in the Institute for Healthy Futures at Cornell, for example. ASHA is thinking long-term by looking at workforce development and the future of the industry.

networking for executives. Over the past few years, we have thoughtfully expanded our mission to include consumer education and development of next-generation leadership. But the truth is ASHA remains a very focused, boutique organization.

We used to have incredibly open roundtable discussions on a quarterly basis, and the spirit of openness and sharing of ideas and information has been a hallmark of ASHA. There may have only been 15 or 20 people at some of our early meetings, but the seeds of our success were planted in those early roundtable discussions. There was a genuine sense that the entire industry would benefit from the success of more companies. The culture of helping new entrepreneurs find success was present very early on.

I think of Bill Colson’s influence in this regard to this day because, although he ran the largest portfolio of seniors housing at that time, he was always willing to talk openly about his business – from construction to food service. I honestly believe one of his
JIM SHERMAN | Dougherty Mortgage: What draws me to the association is the fact that it has the leadership of the major corporations. It’s the C-suite. ASHA’s research is right on point. They’ve got timely topics, and the meetings are wonderful. They’ve got a good program, and they attract good people. ASHA’s thoughtfulness on where the industry is going and its work on legislative issues is right on target. It’s a balanced organization that’s meeting the needs of the industry.

JOHN COBB | Ventas, Inc.: I’ve always loved ASHA, because I’ve learned from the advocacy and the research, and the networking has been good. I like the tone and the style of their conferences, what they’re all about. It attracts the best people. I go to the meetings and really listen, because they help me understand the customer. For me from an investment perspective, understanding the end customer and then also the operators’ viewpoint is extremely valuable.

DAN MADSEN | Leisure Care: ASHA has given me the opportunity to associate with other CEOs and meet with them on both a formal and informal basis to learn and discuss best practices and how we can better serve our customers and employees. So relationships have been a big part it. We lacked research in the early years of the business. ASHA has stepped up and really done a nice job of preparing publications and reports that are useful.

PAUL GORDON | Hanson Bridgett: The spirit of producing a better product, keeping it, to the extent possible, competitively affordable, and maintaining quality and high standards are something that ASHA has been at the core of. And I think it’s a great group of people. ASHA is largely a networking opportunity. It’s an opportunity to get to know and become friends with the influential people in the industry. I feel like I have contact with such a wide and broad spectrum of people in the field that I can call them up, discuss issues and ask questions. It’s about the ability to communicate with people and initiate communication with anybody in any company as a result of just being involved in all of these networking opportunities at ASHA. So that’s a great advantage to have.

KATHRYN BURTON-GRAY | RED Capital Group: It’s critical to have effective federal and state advocacy for our industry. We always want to get in front of policy makers and tell them how important the senior housing industry is. But it’s also understanding what’s coming down from Washington, and an example of that would be Obamacare. Interacting with ASHA has been very helpful. It really embraces all of the industry, whether you’re an assisted living operator or whether you’re a CCRC or whether you’re in independent living. It’s all under the same umbrella. And the association seems to break the barriers.
industry colleagues, including James Balda of Argentum, Mark Parkinson and Scott Title of AHCA and NCAL, Katie Sloan Smith of LeadingAge, and of course, Bob Kramer and Brian Jurutka of NIC.

I have been very fortunate to have worked with a number of extremely talented Chairmen over the years who have provided great counsel to me, including: Bill Elliott, Jeff Beck, Chris Coates, Phil Downey, Mark Schulte, Bill Kaplan, Bill Thomas, Noah Levy, Patricia Will, Ed Kenny, John Rijos and Larry Cohen.

ASHA has tried very hard to provide great value to our members and that has only been possible because we have run the organization efficiently and partnered with some incredibly talented professionals. The success ASHA has enjoyed is intertwined with the expertise and hard work of more people than I can possibly thank.
DAN DECKER | Brookdale Senior Living: I appreciate what ASHA does in terms of advocacy on the legislative front. I appreciate what they do in terms of just general education. And I’m especially appreciative of what they’re doing with respect to consumer awareness. There’s a lot of potential. I applaud ASHA for the Where You Live Matters initiative.

ADAM KANE | Erickson Living: ASHA is the primary vehicle in which high-level capital and operators interact and act as thought leaders to move the industry forward. There’s not a lot of associations generating interest among the C-suite executives. It’s that sweet spot, making sure that the C-suite executives are participating and interacting with each other, networking with each other, sharing ideas and thoughts. ASHA does that well. From a CCRC perspective, ASHA played the key role in managing the imputed interest issue with CCRC entrance fees and how they were interpreted by the IRS. ASHA pulled the interested CCRCs together and really led that effort in a way that none of the companies individually could have. That outcome was very important to our business and still is today. That was a big achievement from ASHA from a CCRC perspective.

TALYA NEVO-HACOHEN | Sabra Health Care REIT: ASHA offers an opportunity to meet and interact with people who are operationally focused and to learn more
about the challenges that are faced today in the operating environment and to look at what’s on the horizon. From an institutional standpoint, this helps us craft solutions and respond to current, as well as future, needs. We use ASHA’s reference materials, particularly the operating statistics and construction cost statistics. Some of the more qualitative documentation and research are also very interesting and useful to us.

**BOB THOMAS | Senior Star: ASHA has brought together all the major players in the business, such as the owner/operators, the lenders and the REITs. If you’re in this business, you know you need to be part of the American Seniors Housing Association. It’s played a big role in pulling people together. The beauty of this group is it’s made up of a lot of CEOs and caring people that truly do have the resident and the family member at heart. It’s been the glue that’s helped pull all of these individuals together.**

**AARON KOELSCH | Koelsch Senior Communities:**
There’s a lot that we get from ASHA, but we especially value the written information, specifically Special Issue Briefs and construction reports. Those are very helpful. And then there’s the annual *The State of Seniors Housing Report.* That’s really helpful, because we take that and create an internal report on each one of our communities. How does that community stack up across various metrics versus others across the country? We talk to our executive directors and say, “Hey, this is how you look versus other communities in different U.S. markets.” But we walk through all that. It’s a very helpful report.

**COLLEEN BLUMENTHAL | HealthTrust:** Being able to unite to have a voice for the industry, whether it’s lobbying or whether it’s doing research, is far more effective than individual operators could be. Participating in ASHA gives you more of a say on how the industry evolves.
as opposed to operating as a one-off. And the ability to build a body of research over time and examine how things have changed is very helpful, not only for the operators, but for those who invest in and support the industry.

DAVID HEGARTY | Senior Housing Properties Trust: The most valuable aspect of ASHA is the fact that you get to network with the best people in the industry who operate seniors housing and develop it. It gives me a chance to share ideas and network with my peers. Regulation and legislation clearly affects all of us. It’s very important that we have ASHA looking out on our behalf.

LOOKING AHEAD

ARNOLD WHITMAN | Formation Capital: Both the seniors housing world and the senior care world are getting closer and closer in terms of who they serve and their services. That will continue over time in terms of how we improve quality of life and the quality of care for our seniors. I think it’s fascinating to watch the evolution. I like to refer to “senior care,” which is all the assets from independent living all the way through to post-acute rehabilitation. I look at the world today and I see two huge drivers. Everybody knows the demographics. But the other element here is this shift from the fee-for-service to the value-based health care that puts the focus on wellness and preventative medicine. How do we transform our health care system? To me, it falls right into the lap of the senior housing provider, because that’s where all the spend is. Our industry is moving toward parity with the whole health system in general. The integration of resources will enable the seniors housing world to emerge as a place where data, quality of life and outcomes are going to become more and more powerful for our health care system. That’s a huge opportunity.
DR. MARGARET WYLDE | ProMatura Group: The people who belong to ASHA have the spirit that part of their job is to contribute and help figure out how we can do everything better. It’s a collaborative spirit. When I served on the Consumer Education Committee, I loved the spirit in that room. I didn’t know what to expect, not being of the provider ilk, but it was totally collaborative and deliberative. Sometimes we had minor skirmishes, but it was just an excellent process. The next 25 years at ASHA are going to be more exciting than the last 25. I think it’ll be more effective. It was time to do a new strategic plan and think about the focus. I look forward to what’s going to come down the pike.

STEVE MONROE | Irving Levin Associates: The five-year strategic planning exercise got ASHA and its leadership to be more proactive in thinking about the future and what more can we do. It generated a lot of positive movement and ideas to help the industry and help its members. And the Where You Live Matters initiative that came out of this is very important.

BRAD DUBIN | Bloom Senior Living: In terms of the consumer education project, it’s so critical that somebody is doing this and somebody’s going to do it right. It’s fabulous that a neutral organization like ASHA is focusing its efforts on consumer education. I don’t think anyone

RESEARCH

ASHA is off to a fast start in sponsoring research that promotes quality, innovation and differentiation across the spectrum of the age-qualified housing industry. Three programs are underway after ASHA initially identified 150 leading university research programs involved in efforts to improve the quality of life for seniors. After an extensive RFP process narrowed the field down, ASHA has made several significant research investments.
The association’s first University Research Grant was awarded to Dr. Karl Pillemer at Cornell University. He is a world-renowned gerontologist who will focus on methods to improve collaboration and communication between families of residents and staff at assisted living communities.

DOUG SCHIFFER | Allegro Senior Living: From the Steering Committee perspective working on the association’s five-year strategic plan was a fascinating experience. It was great, because the people who were around the table were so engaged. This was a really special group. To me, that speaks to what ASHA is all about. This group came together and was willing to share their historical perspectives, so I learned a lot. Not only were we all rowing together in the same direction, but each of us was learning about each other’s company in a very positive way.

MEG OSTROM | Enlivant: The biggest opportunity for ASHA is helping the industry come together as a whole. The experience I’ve had on the Consumer Education Committee has been transformative in terms of all of us coming together and sharing different thoughts, but then saying we can align and go in this direction. I’m hoping this experience from the Consumer Education Committee starts to translate to other efforts that we as an industry need to come together to either resolve or improve. It’s the right time for us to be stronger as an industry and work with each other to where do we find more great quality people to help in this endeavor? That’s the big challenge for the industry.
And the third ASHA program is a partnership with the Cornell University Institute for Healthy Futures. ASHA is a founding member in this multidisciplinary effort incorporating Cornell’s renowned programs in hospitality, health management, and design. Members will benefit from research, reports and interactive events designed to enhance service excellence in senior living and other settings.

LEADERS

Up-and-coming leaders from Executive Board companies will participate in special ASHA programs to advance their professional development. In addition to opening full access to ASHA reports, data, research, communications and other resources, this new initiative will give rising leaders the opportunity to form relationships and networks with their peers as their careers advance. The inaugural Rising Leaders Meeting took place in June 2016 with an agenda featuring: A panel of legendary COO’s who shared their career perspectives and insights gleaned from decades of managing thousands of senior living communities; a session led by three seasoned executives that examined senior living communities’ outside our lines of business. I look forward to working together as a team to continue to expand the whole role of education and how it can enhance the industry and be a very positive resource for the consumer.

JIM MOORE | Moore Diversified Services: I have been touting recently that the industry is in its second or third generation, just like people of various ages are in different generations. We’re no longer dealing with the wonderful World War II homemaker, if it’s a female. We
living product challenges from a design and programmatic perspective; and a caucus that probed the evolving senior living care model with implications for acuity, care and partnerships.

INDUSTRY PROMOTION

A messaging platform and communications plan is underway, supported by a digital network, web site and social media to highlight the benefits of senior living, share resident and family experiences, provide statistical data, and feature research and input from authoritative third-party sources affirming the positive aspects of senior living. Promoted under the Where You Live Matters brand, this consumer education initiative was launched at ASHA’s 2016 Annual Meeting. The digital media campaign has been designed to motivate consumers to engage earlier in learning about senior living, provide a resource for the industry’s health care partners, expand media interest, and inspire new careers.

MEETINGS

ASHA’s traditional meeting sequence has been revised to deliver a more dynamic forum to engage, educate and inform members. The Spring Board Meeting and Fall Assembly will no longer be held in favor of a Mid-Year Meeting that kicked off with a slate of activities including a community tour, group hike, golf, and a networking reception and dinner. Following

see different psychographics. And I think the association has done an excellent job of initiating studies and showing we are in a different generation. To be successful, we can’t just rely on our thinking of the past.

JIM SEYMOUR | Capital One Healthcare: The future is very, very bright. Our view in the medium- to longer-term is unchanged. We expect penetration rates to continue to improve and are very happy to be a part of this industry for the long-term. ASHA provides an invaluable service to the industry, both on the regulatory front and by supporting the business. And they have an ever broader role to play in the future in terms of helping America understand the product better.

JEFF DEBEVEC | Belmont Village Senior Living: In the last decade there’s an increased awareness about our industry. There are more informed consumers presenting themselves at our communities for tours. They’re more comfortable with the path. The growth in media stories about our industry, positive media stories, from all kinds of perspectives such as financial, general retirement issues, housing, health, exercise, and the importance of

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an Executive Board meeting, a number
of seminars rounded out the agenda. In
addition, ASHA will continue to hold it’s
Fall Board Meeting prior to NIC and will
host several regional roundtables per year
to highlight and share information about
trends, best practices, innovations and
new research.

**ADVOCACY**

In order to deliver a coherent, coordinated legislative
program at the federal level while increasing the focus and selectively engaging on state policy, ASHA maintains a robust federal advocacy program and Seniors Housing PAC. The Public Policy Committee’s strategic, targeted engagement on state policy issues includes those with regional and potentially national impact on seniors housing owners and operators. Critical state policy issues will be identified at the outset, and members will be alerted on engaging in unified efforts to represent their interests. Timely communications on federal and state policy issues will be integral to expanding members’ awareness about legislative and regulatory developments.
memory comes with a society becoming more aware about the aging process in their sixties, seventies and eighties. And I firmly believe that this is partially due to the efforts of our industry. ASHA first and foremost is about communication amongst peers. What are people doing? What's working, what isn't working? That discussion is really important, because if you get siloed, you're not getting the whole picture. Having a program both in public relations and in consumer education through ASHA that connects us with the end-user is very valuable. It’s going to advance the cause of what we do incrementally over the years. We now have in place an objective and specific descriptions of what it is our industry stands for and provides for a customer.

MICHAEL GRUST | Senior Resource Group: The reality is the dynamics of communal living and all the things that are starting to get feathered in, the impact of technology in the future, mean we’re constantly learning. You have to recognize that it’s very complex. In what other industry do you live with your customer? And you have to be committed to understanding both how best to serve the customer and what the customers’ needs are, so that takes a commitment and deep thought and research. ASHA has provided tremendous range in all those areas. Giving people compelling reasons to leave their home is what our next biggest challenge is. My biggest competitor is the home. It’s not convincing somebody to pick me versus somebody else.

JONATHAN RUCHMAN | Brookdale Senior Living: ASHA is taking a leadership role to demystify
what senior living is. There’s a lot of misperceptions. As the demographics continue to increase, there’s an opportunity for folks to go to this one-stop-shop educational resource that *(Where You Live Matters)* the association sponsors. By aligning themselves with ASHA, operators will benefit from more people having access to that information for consumers. This is such a fragmented business, so there’s an opportunity for ASHA members to come together to promote senior living through *(Where You Live Matters)*.

**JERRY DOCTROW | formerly with Stifel:** The industry is still very young. I see it evolving somewhat like the hotel industry in that it will have larger branded companies. And that hasn’t really happened yet. You’ve got a couple of big players, but they’re still not well established as a consumer product. This notion of the industry focusing more on the consumer is one of the key things coming out of the strategic plan. There’s a huge opportunity there.

Colson of Holiday Retirement, Bill Sheriff of American Retirement Corporation, Chuck and Karen Lytle of Leisure Care, John Erickson of Erickson Retirement Communities, Ross Roscamp of the Freedom Group, Jim Stroud and Jeff Beck of Capital Senior Living, Ralph Bellande of Hillhaven, Bill Kaplan of Senior Lifestyle Corporation, and Stan Thurston of Life Care Services were all crucial contributors of data in the early 1990s for *The State of Seniors Housing* research.

Just as important were the annual critiques and intellectual contributions of Jim Hands (who was with Kenneth Leventhal & Company and then the Hampstead Group), Tony Mullen and Harvey Singer (who were then with NIC), and Bill Thomas of Gemini Properties (Senior Star). *The State of Seniors Housing* research was always a work in progress, but the quality of the survey improved steadily as did the operators’ ability to actually complete the survey.

As David Schless has noted, “in the early years of this data collection effort, there were a number of companies that literally could not complete the most basic revenue and expense questions. There were others who would not participate because they thought they had the Colonel’s secret recipe.”

HealthTrust, which had been part of PricewaterhouseCoopers, began working with ASHA on *The State of Seniors Housing* research in the late 1990s with Colleen Blumenthal very capably leading the effort. With continued annual refinements, a major
database investment, and lots of experience, the survey became a staple for the industry’s operators and investment community.

The involvement and partnership with the National Investment Center helped improve the quality of the sample and helped shave several months off the amount of time it took to get the report into the hands of the industry. ASHA and NIC later brought other groups into the fold and for a number of years now, The State of Seniors Housing has been an industry-wide collaboration that includes ASHA, NIC, Argentum, LeadingAge, and the National Center for Assisted Living.

Key highlights from this widely referenced document that tracks the industry’s status year-to-year include:

- Community Type and Unit Mix
- Geographic Distribution of Properties and Units
- Property Size
- Age of Communities
- Ownership Status
- Primary Payment Plans and Fee Structures
- Occupancy
- Resident Turnover
- Financial Results
- Factors Influencing Revenues
- “Same-Store” Analysis
- Staffing Ratios and Labor Costs
- Other Key Cost Items
- Key Financial Performance Indicators
- Historical Performance of Key Financial Indicators

LARRY COHEN | Capital Senior Living: ASHA has been very prudent in marshalling its assets. So it has developed a good reserve and good balance sheet over the years where now we can start to make investments that will help all of the industry, not only the operators and the lenders and the equity partners, but the residents and their families, as well. We’re going through an inflexion point in terms of the change in the demographics, the age, the needs, the care and the levels of services that we offer our residents and their families. As you look out five to 10 years from now, with the tsunami of seniors that will be needing care and senior living, ASHA has been very forward-thinking about how we can better provide services and care.

DAVID FRESHWATER | Watermark Retirement Communities: ASHA’s future is bright. It’s core competencies of research, meetings, federal advocacy, etc. will continue to be its foundation. Strategic moves, including campaigns to help educate and influence potential prospects and their children, will be critically important moving forward. I would also be remiss if I failed to mention ASHA’s new research initiatives in concert with some of the country’s top research institutions and universities. We have recently moved to fund two major research projects with two universities that will provide operators with valuable information and tools to deal with issues affecting all of us in the industry. I applaud ASHA for utilizing its growing resources in this way.
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