



National Investment Center
For the Seniors Housing & Care Industry

The 2011 NIC Regional Symposium

**New opportunities,
New realities:**

What's in your playbook?

✕ March 7-8, 2011

○ Hyatt Regency Century Plaza, Los Angeles, CA



Final Program

NEW at NIC

For more than two decades, NIC has served those engaged in meeting the expanding housing and care needs of America's seniors by providing deal-making, networking and educational events, and groundbreaking research studies.

Now, as the seniors housing and care industry is poised for an exciting new period of growth, NIC is continuously innovating new resources, service offerings and events to drive the industry forward, including:



NIC MAP Portfolios Program

Unprecedented reports delivering an unbiased analysis directly comparing your properties' performance to the competition



NIC Investment Guide

The definitive resource for understanding the seniors housing and care property sector. This must-have resource is essential for anyone involved in, or looking to enter, the industry.



NIC MAP Market Briefings

Insight into how the industry performed at the regional and metropolitan market level



NIC MAP Industry Trends

The quarterly comparative data you need to stay dialed in to national industry trends, benchmarks and fundamentals.



21st Annual NIC Conference

Investing In Seniors Housing & Care:
Allocating Capital In A Dynamic Environment
September 21-23, 2011
Marriott Wardman Park, Washington, DC

The seniors housing and care industry is poised for major growth. The opportunity is yours. Seize it.

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Admission to Events

Please wear your NIC badge and lanyard throughout the event.

Admission to all receptions, networking lounges, NIC common areas and educational sessions is allowed only with an NIC badge. To enhance your conference experience, there will be badge check points in these locations to assure that only registered attendees are in event areas. Badges are non-transferrable. There is a \$100 fee for a replacement badge.

Monday, March 7

- 3:00 p.m. – 8:00 p.m. **Registration Open** (*California Lounge*)
- 3:00 p.m. – 8:00 p.m. **Networking Lounge Open**
(*Santa Monica Room*)
- 3:00 p.m. – 6:00 p.m. **NIC Cyber Café & Data Center Open**
(*California Lounge*)
- 4:00 p.m. – 6:00 p.m. **NIC MAP Market Briefing** (for pre-registered attendees only)
(*Constellation*)
- 5:00 p.m. – 6:00 p.m. **NIC FLC Reception - invitation only**
(*X-Bar Terrace*)
- 6:00 p.m. – 8:00 p.m. **Opening Reception** (*Breeze Lawn*)

Tuesday, March 8

- 8:00 a.m. – 8:00 p.m. **Registration Open** (*California Lounge*)
- 8:00 a.m. – 8:00 p.m. **Networking Lounge Open**
(*Santa Monica Room*)
- 8:00 a.m. – 7:00 p.m. **NIC Cyber Café & Data Center Open**
(*California Lounge*)
- 8:00 a.m. – 9:00 a.m. **Continental Breakfast**
(*California Lounge*)
- 8:00 a.m. – 9:00 a.m. **Newcomers Breakfast - invitation only**
(*Pacific Palisades Room*)
- 9:00 a.m. – 10:30 a.m. **Opening General Session – What's in Your Playbook?** (*Los Angeles Room*)
- 10:30 a.m. – 11:00 a.m. **Networking & Refreshment Break**
(*California Lounge*)
- 11:00 a.m. – 12:00 p.m. **Three Concurrent Breakout Sessions**
- *Playing Offense: The Growth Play* (*Olympic 1*)
 - *Who'll Finance My Deal? And on What Terms?* (*Olympic 2*)
 - *Extreme Makeover: Recycling Older Communities Offers Cost-Effective Alternative to New Construction* (*Constellation 2*)



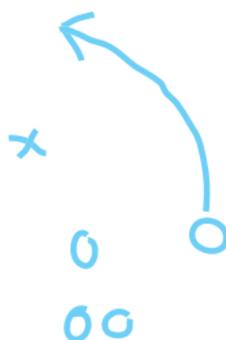
- 12:15 p.m. – 1:45 p.m.** **Networking Luncheon with Keynote Address by Ken Dychtwald, Ph.D.**
(Los Angeles Room)
- 2:00 p.m. – 3:00 p.m.** **Three Concurrent Breakout Sessions**
- *Playing Defense: The Recap Play (Olympic 1)*
 - *The Lending Environment Has Changed: Has Your Loan Package? (Olympic 2)*
 - *Behind the Numbers: How CEOs Measure Value (Constellation 2)*
- 3:00 p.m. – 3:30 p.m.** **Networking & Refreshment Break**
(California Lounge)
- 3:30 p.m. – 5:00 p.m.** **Three Concurrent Breakout Sessions**
- *Fresh Plays for a Changing Sales and Marketing Field (Olympic 1)*
 - *Competing for Capital in a Challenging Climate (Olympic 2)*
 - *Moving the Ball and Holding the Line: New Plays for Driving NOI (Constellation 2)*
- 5:00 p.m. – 6:30 p.m.** **Closing General Session with Keynote Address by John W. Mitchell**
(Los Angeles Room)
- 6:30 p.m. – 8:00 p.m.** **Joint Networking Reception with Skilled Nursing Investment Forum Attendees**
(Green Circle Lawn)
- 7:30 p.m. – 8:00 p.m.** **“Kosher Hour” - an invitation only operator event**
(Lobby Court Patio)
- 9:30 p.m. – 12:00 a.m.** **“NIC Nightcap” Event to benefit Alzheimer’s Association**
(Plaza Pavilion)

Save the Date

21st Annual NIC Conference

September 21-23, 2011

Marriott Wardman Park,
Washington, DC



General Information

Welcome!

Thank you for joining us at this year's Regional Symposium, *New Opportunities, New Realities: What's in Your Playbook?* In its fifth year, this event will bring together private-pay operators and investors with locally- or regionally-focused portfolios to explore how you can adapt your playbook to position your team to take advantage of opportunities today and in the future.

Don't miss these informative General Sessions:

- *What's in Your Playbook?*
- *Today's Consumer, Tomorrow's Consumer* with Ken Dychtwald, Ph.D.
- *Economic Update: Color Commentary and Analysis for Your Game Strategy* with John W. Mitchell

Explore several topics further during nine content-rich breakout sessions.

In addition to these exciting sessions, you'll have many great opportunities to network, including:

- Opening Reception on Monday evening at 6:00 p.m.
- Joint Networking Reception with National Skilled Nursing Investment Forum attendees on Tuesday evening at 6:30 p.m.

While you're here, be sure to visit the Cyber Café & Data Center to see the latest NIC resources.

Thanks again for being here.

Stephanie Anderson

*Chief Acquisitions Officer –
Senior Housing
Health Care REIT, Inc.*

*2011 NIC Regional Symposium
Planning Committee Co-Chair*

Angela Mago

*Senior Vice President & National Manager
KeyBank Real Estate Capital -
Healthcare Group*

*2011 NIC Regional Symposium
Planning Committee Co-Chair*

Thank You

2011 Regional Symposium Planning Committee

- Don Ambrose, President, Ambrose Capital Group
- Stephanie Anderson, Chief Acquisitions Officer-Senior Housing, Health Care REIT, Inc. (*Committee Co-Chair*)
- Peter Delmage, Senior Vice President, GE Capital, Healthcare Financial Services
- Paul Dendy, President, Milestone Retirement Communities
- Sue Farrow, President/CEO, Integral Senior Living
- Ryan Frederick, Senior Vice President, Erickson Living
- Chip Gabriel, President, Generations LLC
- Eric Kammerer, Managing Director- Real Estate, MidCap Financial
- Peter Kane, Managing Director, The PrivateBank

NIC Badge Codes

- **Green** = Debt Provider
- **Yellow** = Equity Provider
- **Orange** = Developer
- **Blue** = Financial Intermediary
- **Red** = Operator/Provider of 1-10 Properties
- **Purple** = Operator/Provider of 11+ Properties
- **Black** = Professional Services, Media, Association, Gov't, Academic

Resources & Materials

Event Materials

In addition to this Final Program, your event bag includes the resources listed below. Unwanted bags may be dropped off at the Convention Office in the California Lounge and will be donated to a local charity.

- **Event Guide to Investors**

The *NIC Event Guide to Investors* includes company profiles and contact information for all registered lenders, investors and financial intermediaries who submitted their completed information forms by January 27th. The *Event Guide* connects operators seeking financing with debt and equity capital providers to the sector. (Sponsored by **GE Capital, Healthcare Financial Services**)

- **Speaker Presentations & Bios**

This year's speaker presentations and bios were made available to you for download in the *Attendee Resources* section of our website. Visit the Cyber Café to print the most up-to-date presentations for sessions you will attend. If you requested to receive one when you registered for the event, your event bag will contain a CD of the session presentations and bios. If you did not request a CD, but would like one, visit the NIC Registration Desk to order a CD. (Sponsored by **Surface Logic, LLC**)

- **Attendee Listing**

Attendees were given the option of including either full or abbreviated contact information in the Attendee Listing. We hope you find the new format easy to use and valuable. More information may be available online on the *Attendee Resources* page in the Regional Symposium section of www.nic.org. (Sponsored by **Health Care REIT, Inc.**)

- Philip Kayden, Manager, Real Estate Investments, Ventas Healthcare Properties
- Angela Mago, Sr. Vice President & National Manager, KeyBank Real Estate Capital- Healthcare Group (Committee Co-Chair)
- Jung Park, Director, CapitalSource
- Kenneth Segarnick, Managing Director, Business Development & General Counsel, Brandywine Senior Living
- William Shorten, Executive Vice President, Cascade Living Group
- Marc Thompson, Senior Vice President-Healthcare Unit, Bank of the West
- Cathy Voreyer, Managing Director, Wells Fargo Multifamily Capital

General Information

Session Audio Recordings

Recordings of most breakout and general sessions are available for purchase at a special, on-site discounted rate. Recordings can be ordered at the Convention Recordings International Inc. table located in the California Lounge after each session. An order form can be found in your event bag.

Networking Lounge

A networking lounge (*sponsored by **Harrison Street Real Estate Capital and MidCap Financial, LLC***) located in the Santa Monica Room, available for use throughout the Symposium, provides comfortable places for attendees to conduct business, with small group table settings to accommodate your meeting needs. An area on the Lobby Court Patio has also been reserved and designated as the Outside NIC Networking area. New this year, **Networking Lounge Meeting Points** are identified on the maps in the back of this program, as well as marked by signage in the lounge and on the Lobby Court Patio. Reference these meeting points when scheduling your appointments to save time locating people in the crowded areas.

On-Site Information

Fitness Club

Enjoy complimentary access to the Equinox Fitness Club, including the fitness center, fitness classes and locker room (*courtesy of **GE Capital, Healthcare Financial Services and HealthTrust***). Access the Fitness Club, adjacent to the Hyatt Regency Pool, during their extended hours of operation this week (5:00 a.m. - 10:00 p.m.).

Shipping Service

For your convenience, a representative from the hotel's shipping department will be available in the California Lounge from **7:00 - 9:00 p.m.** on Tuesday evening to assist you with any materials you need to ship back to your office.

Emergency Contact Information

In case of an emergency, the best way to reach a conference attendee is to call the Hyatt at (310) 228-1234 and ask to be transferred to the NIC Registration Desk. The Hyatt Regency Century Plaza is located at 2025 Avenue of the Stars, Los Angeles, California 90067.

On-Site Photographer

There will be an NIC photographer taking photos of this year's Symposium. As an event participant, you agree to be included in photographs that may be used for future publicity or marketing materials. (*Sponsored by **Kronos***)

Table Space for Sponsor Materials

Please note that the tables provided at the Symposium are for NIC sponsor materials only. Any unauthorized materials will be disposed of.

Cyber Café & Data Center

The **Cyber Café** is open throughout the conference and features laptops attendees may use to check email, complete small print jobs, and view the most up-to-date attendee list and speaker presentations.

Visit the **Data Center** to view the latest seniors housing research and data, and learn how to take advantage of valuable NIC resources. (*Sponsored by **Genesis Rehab Services***)

- Sign up to receive the **NIC Insider**, NIC's monthly e-newsletter featuring industry news and business information (www.nic.org/insider).
- View and order the latest research publications, including the **NIC Investment Guide 2010: Investing in Seniors Housing & Care Properties**. This report provides a detailed introduction and overview of the investment characteristics of the seniors housing and care industry.
- Receive a complimentary web demonstration of the **NIC MAP Data & Analysis Service**[®], to see why industry leaders trust MAP to provide them with the most comprehensive performance data available on the seniors housing and care industry. Purchase the latest 4Q10 NIC MAP Reports available at discounted rates for event attendees, plus check out some of the exciting, new offerings MAP now has available:



Portfolios Program: Unprecedented reports providing an unbiased, analytical comparison of your properties' performance to the competition



Industry Trends: An easy, affordable way to get started with MAP and stay dialed into industry trends and fundamentals



MAP Market Briefings: Insight into industry performance at the regional and metropolitan market level

Sponsors

Elite Sponsors:

Contemporary Healthcare Capital, LLC

Final Program & Kosher Hour



NIC Official Partner

MidCap Financial, LLC

Networking Lounge & NIC Nightcap



The Source for Bridge Loans and Working Capital

Gold Sponsors:

CapitalSource

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Christenson Advisors, LLC

Conference Pens



GE Capital

Healthcare Financial Services

GE Capital, Healthcare Financial Services

Event Guide to Investors &
Wellness Center

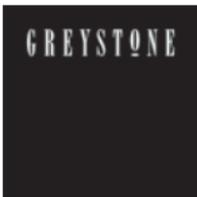
NIC Premier Partner



Genesis Rehab Services

Cyber Café & Data Center

NIC Premier Partner



Greystone Servicing Corporation

Luncheon & Keynote
Address

HEALTHCARE  REIT

Health Care REIT, Inc.

Attendee Listing

NIC Premier Partner



KeyBank Real Estate Capital, Healthcare Group
Networking Reception



Lancaster Pollard
Hotel Keys



Surface Logic, LLC

Speaker Presentation
Webpage & Notepad

NIC Premier Partner



Ventas Healthcare Properties
Continuous Water Service

Event Sponsors:



Bank of the West
Evening Amenity



Capital Funding, LLC
Staging

HARRISON STREET | *Real Estate Capital*

Harrison Street Real Estate Capital
Networking Lounge

Sponsors



HealthTrust, LLC
Wellness Center



Kronos
Event Photography



RealPage, Inc.
Audio Visual



**Waller Lansden Dortch
& Davis LLP**
Tuesday Afternoon
Networking & Refreshment
Break

Corporate Sponsor:



RED CAPITAL GROUP

Industry Sponsors:

- American Health Care Association (AHCA)/National Center of Assisted Living (NCAL)
- American Seniors Housing Association (ASHA)
- Assisted Living Federation of America (ALFA)
- Erickson School
- LeadingAge
- Lincoln Healthcare Events

Media Sponsors:

- Assisted Living Executive
- Institutional Real Estate Investor (IREI)
- Long-Term Living
- McKnight's Assisted Living
- McKnight's Long-Term Care News
- Provider
- The SeniorCare Investor & Senior Living Business

Tuesday Opening General Session

9:00 a.m. – 10:30 a.m. (Los Angeles Room)

What's in Your Playbook?



Moderator:

Marc Thompson, *Senior Vice President, Bank of the West*



Panelists:

• **Paul W. Dendy**, *President, Milestone Retirement Communities, LLC*



• **Aaron Koelsch**, *CEO & President, Koelsch Senior Communities*



• **F. Fee Stubblefield, Jr.**, *President, The Springs Living, LLC*

Kick off your symposium experience with a high-level overview of today's fast-changing playing field. You have to consider the big picture before deciding the most effective strategies and tactics.

Playing for the offense: an executive-level panel of independent, assisted and memory care community CEOs, with moderator Marc Thompson calling the plays. Together they will discuss key topics of the conference program, providing an insightful overview of operational, financial, and other challenges operators face today. This energizing discussion will also tee up the day's timely breakout sessions. Topics include: new "plays" for driving NOI, how marketing and sales must adapt to the changing market, how to successfully reposition aging properties in a capital-challenged market, what metrics CEOs use to demonstrate value, working with loan packages and lenders, and how to prepare a borrower to finance a seniors housing transaction.

Game time is 9 a.m. Come ready to play hard!



Tuesday Luncheon & Keynote Address

(Sponsored by *Greystone Servicing Corporation*)

12:15 p.m. – 1:45 p.m. (*Los Angeles Room*)

Today's Consumer, Tomorrow's Consumer



Keynote Speaker:

Ken Dychtwald, Ph.D., *President & CEO, Age Wave*

Over more than 35 years, Dr. Ken Dychtwald has emerged as a leading visionary and original thinker on the lifestyle, marketing, healthcare, and workforce implications of the age wave. During this exclusive luncheon program, he will reveal the mysteries of the senior consumer psyche—how it has changed, and what it means for seniors housing and care. Here's your chance to look deeper at the human behaviors that can open new opportunities for you.

Psychologist, gerontologist, documentary filmmaker, and best-selling author of 16 books on aging-related issues, Dr. Dychtwald is also the founding president and CEO of Age Wave, a firm that specializes in providing guidance to Fortune 500 businesses and government groups in product/service development for boomers and mature adults. His explorations and innovative solutions influence a broad spectrum of industry sectors from vitamins and cookies to automotive design, retail merchandising to mutual funds, health insurance and more.

His books include *Bodymind*; *Age Wave: The Challenges and Opportunities of an Aging Society*; *Age Power: How the 21st Century Will Be Ruled by the New Old*, and many more. In 2007, he debuted as a documentary filmmaker and host with the highly rated PBS special "The Boomer Century." During his career, Dr. Dychtwald has addressed more than 2 million people worldwide in his speeches to corporate, association, social service, and government audiences. This is one halftime pep talk you can't afford to miss.

Tuesday Closing General Session & Keynote Address

5:00 p.m. – 6:30 p.m. (Los Angeles Room)

Economic Update: Color Commentary and Analysis for Your Game Strategy



Keynote Speaker:

John W. Mitchell, *Principal, M&H Economic Consultants*

To compete in the world of business, you need a strategic game plan. To do so effectively, you need an informed perspective of what's ahead. With his knack for colorful and even humorous delivery, expert Dr. John W. Mitchell, principal of M&H Economic Consultants, will share his view on the current business climate and what's next for the recovery of the U.S. economy in this essential session.

All topics are on the table—housing and credit markets, prospects for job growth, the impact of financial reform and regulation, interest rates, and employment—all from today's headlines. When might we see meaningful recovery in the housing and job markets? What shape will it take? How might it affect seniors housing and care? You'll gain insight on contemporary issues, hear his thoughts on the enduring legacies of this remarkable economic episode, and leave this conference with a fresh point of view of what's ahead for you—and your business.

Dr. Mitchell received his B.A. degree from Williams College and his M.S. and Ph.D. degrees from the University of Oregon. He was Chief Economist of U.S. Bancorp until 1998 and served as Economist Western Region for US Bank until 2007. He wrote U.S. Bancorp's regional publications including the Update, The Business Barometer, Northwest Portrait, US Territory, Oregon Tidbits, and was a columnist for Oregon Business Magazine. He currently writes Sterling Bank's Economic Newsletter and speaks to business groups around the nation. He has been making economic presentations on the nation and the region for 40 years. His masterful commentary and predictions will influence what plays you call in the season ahead.

Tuesday Morning Breakout Sessions

11:00 a.m. – 12:00 p.m.

Playing Offense: The Growth Play

(Olympic 1)

A whole new playing field brings an entirely different set of strategic challenges. If growth is your strategy, what is the best game plan for success without compromising quality? Is it a conservative ground game? A more aggressive passing attack? Or a mix of both, using a balanced spread offense? Bring your clipboard and learn from a team of industry pros including two operators, a REIT executive, and a private equity professional, with the discussion quarterbacked by a debt and equity capital-raising veteran. Absorb insights on sourcing and employing growth capital at the enterprise and property levels, and hear incisive commentary on these game-changing times.

Moderator: **David Caleca**, *Senior Director, CS Capital Advisors, LLC*

- Panelists:**
- **Dave Boitano**, *Senior Vice President & Senior Investment Officer, Nationwide Health Properties, Inc.*
 - **Ryan Novaczyk**, *Chief Financial Officer, New Perspective Senior Living*
 - **Greg Roderick**, *CEO, Frontier Management, LLC*
 - **Jordan Socaransky**, *Principal, Westport Capital Partners, LLC*

Is Your Phone Turned Off?

Out of courtesy for your colleagues and the speakers who are participating in the Symposium, please keep your cell phone ringer turned off and refrain from conversations during all sessions. Thank you.

Who'll Finance My Deal? And on What Terms?

(Olympic 2)

Of all the factors affecting how well you play, the “money game” is fundamental to your offensive strategy. Led by an experienced coaching team, this interactive, play-by-play session will help you prepare to finance a seniors housing transaction. You'll examine three winning case studies on construction financing, acquisition financing, and refinancing. Like learning from instructive “game films,” you'll gain detailed insight to the latest lender underwriting practices, terms of recent loans, and pick up a roster of lenders actively originating and closing seniors housing deals.

Moderator: **Peter Delmage**, *Senior Vice President, GE Capital, Healthcare Financial Services*

- Panelists:**
- **Steve Blazejewski**, *Vice President- Senior Housing, Health Care REIT, Inc.*
 - **Dan Hill**, *Chief Financial Officer, Seasons Management, LLC*
 - **Jung Park**, *Director, CapitalSource*
 - **Jeffrey C. Ringwald**, *Director- Seniors Housing & Health Care, Red Mortgage Capital, LLC*

Extreme Makeover: Recycling Older Communities Offers Cost-Effective Alternative to New Construction

(Constellation 2)

In today's capital-challenged environment for new construction, growth through acquisition may be a more plausible strategy for operators and investors. But existing inventory for seniors housing is often out of date and may not reflect the preferences of today's customers. Learn how to acquire older communities for less than replacement costs and transform them into successful, vibrant communities. This team of architects and designers, operator/developers will present real-life case studies to illustrate the techniques they used successfully to renovate otherwise antiquated communities. Recycling could be the tactical end-around play you need to face this defensive market.

Moderator: **Ryan Frederick**, *Senior Vice President, Erickson Living*

- Panelists:**
- **Gretchen Addi**, *Location Director, IDEO*
 - **Phil Downey**, *Principal, Senior Housing Analytics*
 - **Gary A. Steiner, AIA**, *Principal, Perkins Eastman Architects*

Tuesday Early Afternoon Breakout Sessions

2:00 p.m. – 3:00 p.m.

Playing Defense: The Recap Play

(Olympic 1)

Huddle with two seniors housing companies who faced maturities in their capital structure and learn how they maneuvered in a capital-challenged market. They will present case studies to demonstrate the five essentials they developed to employ a strong defensive game:

1. Clearly articulate the issues facing the company
2. Review the options explored and why
3. Describe the direction selected and why
4. Discuss whether the current climate presents any other opportunities that were not available at the time they were dealing with their maturities
5. Evaluate lessons learned

What worked for these players, fresh from the playing field, can work for you, too. So bring it in, listen up, take notes, and ask questions. This is a great opportunity to build out your playbook.

Moderator: **Donald M. Ambrose**, *President, Ambrose Capital Group, Inc.*

Panelists: • **Lonnie Gienger**, *CEO & Chairman, Wilkinson Corporation & Good Neighbor Care*

• **David Simon**, *Nicol Investment Company*

The Lending Environment Has Changed: Has Your Loan Package?

(Olympic 2)

When the game changes, you need to adapt quickly to put together an effective play. Huddle with a team of three offensive coordinators, experienced lenders representing construction lending, bridge financing, and permanent debt. They'll share the metrics they use to analyze loan requests and explain the "whats" and "whys" behind their data requirements. Each will recommend the best way for you to present information to ensure a lender is listening. How are lenders analyzing deals, identifying risks and mitigants, and underwriting transactions? Get answers and deeper insight. You'll return to the playing

field better informed of how the capital markets and banking regulations have changed recently, and what's now required for your next presentation to the Investment Committee.

Moderator: **Cathy Voreyer**, *Managing Director, Wells Fargo*

Panelists:

- **Kathryn Burton Gray**, *Managing Director, CIT Healthcare*
- **Christopher Urban**, *Director, Ambrose Capital Group, Inc.*
- **Mark Vitner**, *Managing Director, Senior Economist, Wells Fargo Securities*

Behind the Numbers: How CEOs Measure Value

(Constellation 2)

Combining great services with real-time operating metrics is a game-changing offensive strategy for business success.

Examples:

- Receiving real-time data on admissions and discharges can help determine staffing levels, supply inventory, and dietary orders.
- Tracking the number of inquiries and referrals to admissions can indicate when more—or less—marketing is required. Comparing costs on a per-resident-day basis across several properties can help provide benchmarking data for the organization.
- Timely analysis of labor-hours and scheduling, including vacations, can reduce overtime and help control labor costs.
- Use of real-time workers compensation claims detail can help improve adherence to policies and procedures, reveal issues to be corrected, and identify best practices for minimizing this expense.

Harnessing operating data is a powerful management tactic for maintaining ball control rather than being reactive when facing changes in your business. You'll hear from two industry veterans who will share how they use data to help them manage their businesses and produce bottom-line results.

Moderator: **Peter J. Kane**, *Managing Director, The PrivateBank*

Panelists:

- **Randy Bufford**, *President & CEO, Trilogy Health Services, LLC*
- **Thomas V. Croal**, *Chief Financial Officer, Silverado Senior Living, Inc.*

Concurrent Breakout Sessions

Tuesday Late Afternoon Breakout Sessions

3:30 p.m. – 5:00 p.m.

Fresh Plays for a Changing Sales and Marketing Field (*Olympic 1*)

The playing field has changed and this team of seniors housing sales and marketing experts will share ideas and concrete examples of how they fundamentally altered their response to the new environment. In this hands-on chalk talk, the panel will tackle three fundamental game tactics of sales and marketing: web and social media, training, sales and advertising. You will study the most effective websites, advertising campaigns, and sales tactics these three companies utilize to drive and maintain their occupancies. This is a great skills-building session for refining your offensive game.

Come ready to play in this highly interactive huddle, with plenty of Q&A opportunities with these special teams marketing experts.

Moderator: **Sue Farrow**, *President / CEO, Integral Senior Living*

- Panelists:**
- **Shannon Ingram**, *Sr. Director of Marketing Communications, Silverado Senior Living*
 - **Polly Miller**, *Chief Marketing Officer, Integral Senior Living*
 - **Kim Wagner**, *Vice President of Sales & Marketing, Cascade Living Group*

Competing for Capital in a Challenging Climate (*Olympic 2*)

It's game time.

NIC issued a call for business plans, inviting people to submit an executive summary of a business plan for a project for which they are seeking to raise debt or equity financing. Two business plans have been chosen for presentation.

One business plan contemplates a senior housing environment that bridges independent living to assisted living in a custom-designed community offering a limited array of available care options within the framework of a high social model. The other business plan is aimed at re-shaping the delivery of post-acute care and rehabilitation therapy services to seniors. The holistic approach to care and the high-end atmosphere are aimed at meeting the demands of the discerning baby boomers.

Both proposals raise interesting issues relating to the design of senior housing and services for our target population both now and in the future.

Are the plans investable? The panel of renowned capital markets experts will examine each of the plans by interacting with the presenters and identifying less-visible risk factors and strategies for addressing them. Areas of inquiry will range from the fundamental real estate considerations and financing issues (e.g., primary market area, leverage ratio, development timeline and costs, etc.) to operational assumptions and marketing concerns (e.g., revenue and expense assumptions, marketability, lease up, etc.). Finally, these experts will help the entrepreneurs take their business plan to the next level to increase their chances of attracting debt and equity capital.

Everyone who attends this intensive session will benefit from observing, firsthand, the perspectives and insights of investors and lenders as they evaluate investment opportunities.

Moderator: **Kenneth Segarnick**, *Managing Director, Business Development, Brandywine Senior Living*

- Judges:**
- **Charles J. Herman Jr.**, *Executive V.P. & Chief Investment Officer, Health Care REIT, Inc.*
 - **Patrick M. Hurst**, *Managing Director, Houlihan Lokey*
 - **Noah Levy**, *Managing Director, Prudential Real Estate Investors*
 - **Eric Mendelsohn**, *Senior V.P. Corporate Development, Emeritus Senior Living*
 - **John Stasinos**, *Senior Vice President - Acquisitions & Valuations, HCP, Inc.*

Moving the Ball and Holding the Line: New Plays for Driving NOI *(Constellation 2)*

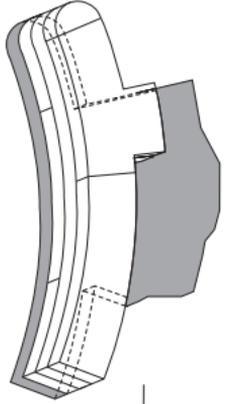
Business is not always an even playing field. It's a constant back-and-forth of making progress and holding the line. This lineup of seasoned execs will replay three case studies to demonstrate the successful strategies and tactics they've deployed to overcome challenges across the field. You'll examine the tools they've used to create revenue growth and uphold expense management—all to enhance and sustain long-term, bottom-line growth. Learn about the purpose and potential benefits of concierge services and surprise plays you can make to keep expenses in check. You'll leave this instructive session better prepared and positioned for your overall game.

Moderator: **Chip Gabriel**, *President, Generations LLC*

- Panelists:**
- **Tana Gall**, *President, One Eighty / Leisure Care*
 - **William B. Kaplan**, *Chairman of the Board, Senior Lifestyle Corporation*
 - **Patricia G. Will**, *President & CEO, Belmont Village Senior Living*

Hyatt Regency Century Plaza

California Level

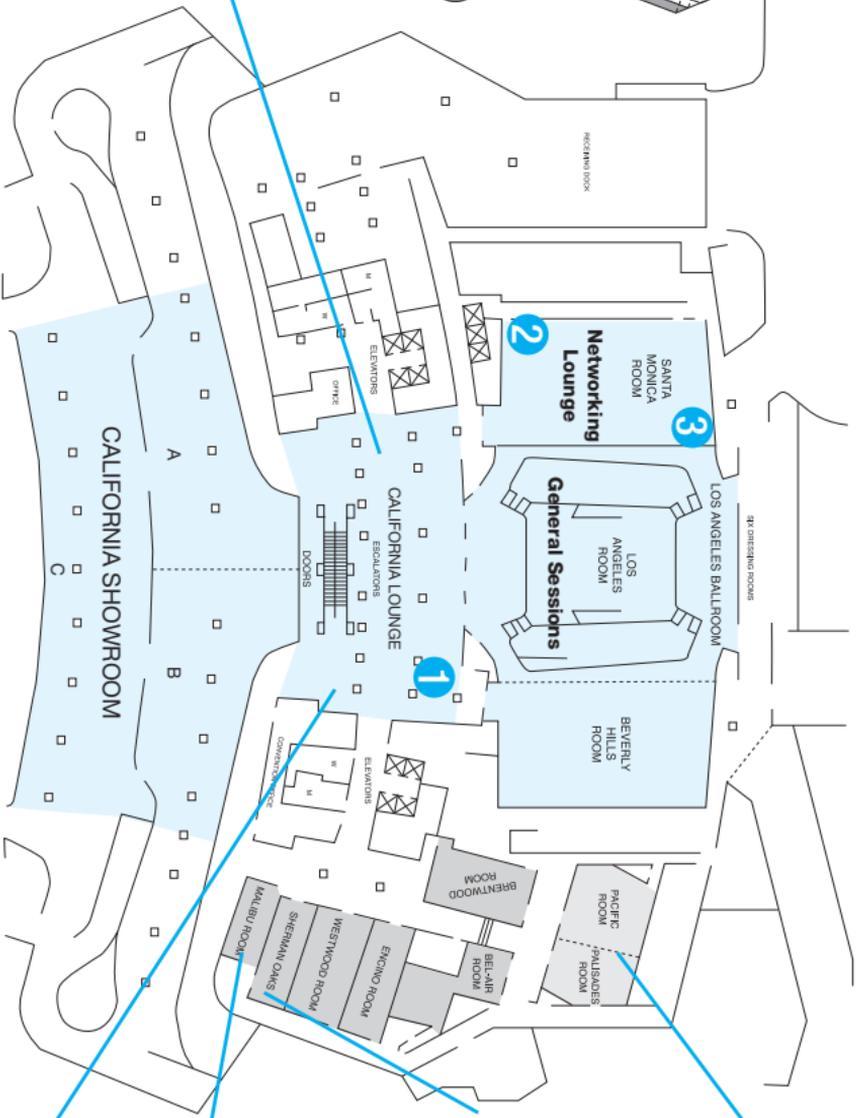


Also on this level:

- **Sponsor Meeting Rooms**
(BelAir, Encino, and Westwood)
- **Meeting Points 1, 2 and 3.**
Reference these meeting points when scheduling your on-site meetings.

California Lounge

- Registration
- Cyber Cafe & Data Center
- Continental Breakfast
- Networking & Refreshment Breaks



**Newcomers
Breakfast**

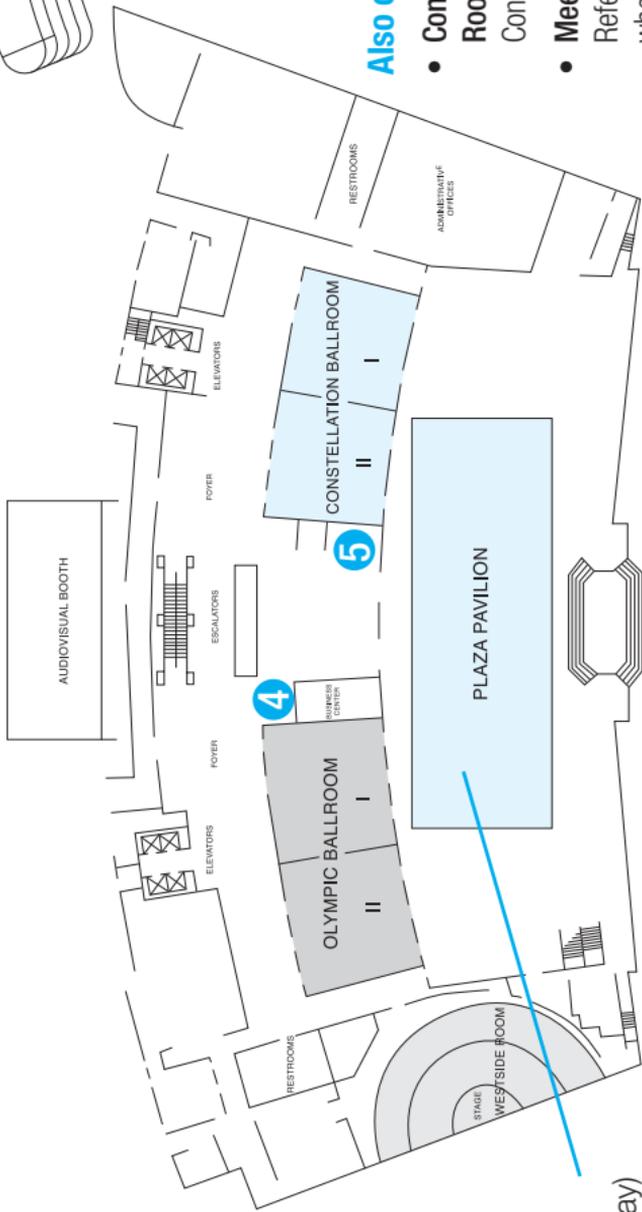
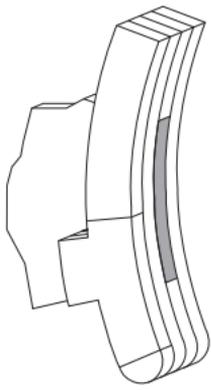
MAP Demo Room
Contact Hilda Flower
to set up a demo at
HFlower@nic.org

**Speaker
Ready Room**

**Conference
Bag Pick-Up**

Hyatt Regency Century Plaza

Plaza Level



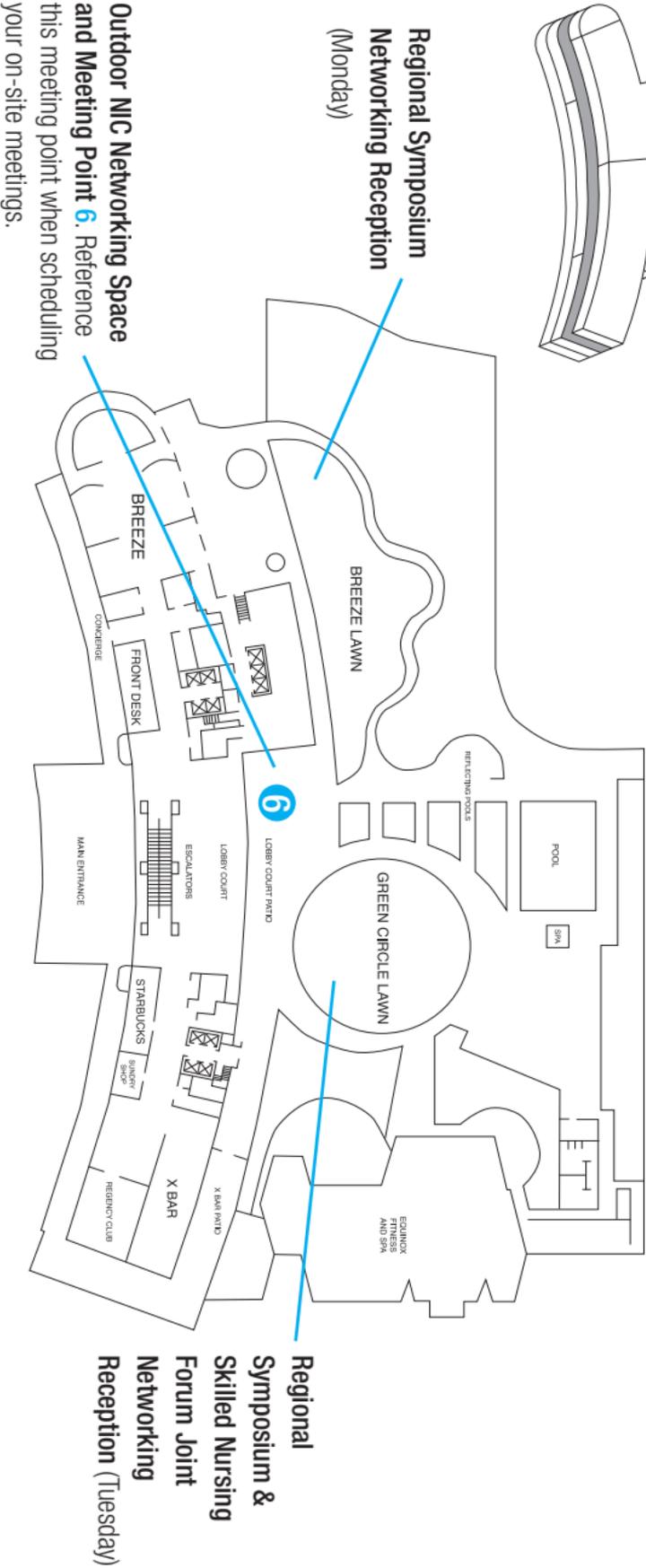
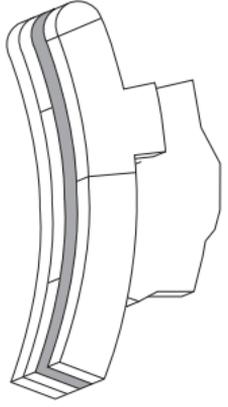
**NIC Nightcap
Event (Tuesday)**

Also on this level:

- **Concurrent Breakout Session Rooms** (Olympic I, Olympic II and Constellation II)
- **Meeting Points 4 and 5.** Reference these meeting points when scheduling your on-site meetings.

Hyatt Regency Century Plaza

Lobby Level



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