# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schedule at-a-Glance</td>
<td>4</td>
</tr>
<tr>
<td>Educational Program</td>
<td>6</td>
</tr>
<tr>
<td>Sessions at-a-Glance</td>
<td>7</td>
</tr>
<tr>
<td>Important Places to Know</td>
<td>8</td>
</tr>
<tr>
<td>Attendee Resources and Services</td>
<td>10</td>
</tr>
<tr>
<td>General Information from A to Z</td>
<td>15</td>
</tr>
<tr>
<td>Daily Program Schedule…Wednesday</td>
<td>18</td>
</tr>
<tr>
<td>Daily Program Schedule…Thursday</td>
<td>21</td>
</tr>
<tr>
<td>Daily Program Schedule…Friday</td>
<td>33</td>
</tr>
<tr>
<td>25th National Conference Planning Committee</td>
<td>47</td>
</tr>
</tbody>
</table>
On behalf of the National Conference Planning Committee, I am thrilled to welcome you to the 25th NIC National Conference. It’s an exciting time for our industry, and we’re happy you can join us as we celebrate 25 years of learning, networking, and connecting with the leaders who are making a difference in the seniors housing and care sector.

As you connect with colleagues and explore new business opportunities over the next three days, be sure to take full advantage of the many networking resources the conference offers, including spacious networking lounges, our Conference Online Community, and various receptions.

This year’s theme, “The Next 25,” is intended as both a reflection of where we’ve been and a look at where we’re headed. Much of the programming content is focused on preparing you to serve the new and demanding consumer.

New program features this year include:

- **NIC Seniors Housing & Care Boot Camp.** This pre-conference workshop opportunity is specifically designed for industry newcomers to learn the key ingredients of a valuable property: how it is built, leased, and operated.

- **NIC Talks.** These engaging, fast-paced, outside-the-box 12-minute individual talks will get you thinking about the aging revolution in a way you haven’t before.

- **NIC Technology Innovation Challenge.** Watch and learn as up-and-coming tech start-ups pitch to a panel of senior care providers.

The Opening General Session features Congressmen John K. Delaney (MD) and James B. Renacci (OH) as they share their inside-the-beltway perspectives on the roles the public and private sector should play in meeting the housing and care needs of America’s elders. We also are excited to welcome David Gergen, CNN Senior Political Analyst, as our Conference Luncheon Keynote Speaker. He will share his insights into the presidential campaign and how a new Congress and a new President could affect Entitlement and Tax Reform.

I encourage you to think about both the short-term (the action steps you can walk away with and implement now) and the long-term (what you’re working toward for the next decade).

Thanks for participating. Enjoy the conference!

---

**John Moore**

Chief Executive Officer, Atria Senior Living

National Conference Planning Committee Chair

NIC Board Chair
## WEDNESDAY, SEPTEMBER 30

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00 AM – 7:30 PM</td>
<td>Registration, Networking Lounges, NIC MAP® Data Center, Tech Bar</td>
</tr>
<tr>
<td>10:00 AM – 6:00 PM</td>
<td>Specialty Coffee Bar, Headshot Lounge, Relaxation Station, Shoe Shine</td>
</tr>
<tr>
<td>1:00 PM – 3:30 PM</td>
<td>Pre-Conference Workshop: NIC Seniors Housing and Care Boot Camp</td>
</tr>
<tr>
<td>4:00 PM – 5:00 PM</td>
<td>First-time Attendee Mixer <em>(Invitation only)</em></td>
</tr>
<tr>
<td>5:00 PM – 6:00 PM</td>
<td>NIC Talks</td>
</tr>
<tr>
<td>6:00 PM – 7:30 PM</td>
<td>Welcome Reception</td>
</tr>
<tr>
<td>7:00 PM – 10:00 PM</td>
<td>Evening Car Service</td>
</tr>
<tr>
<td>8:30 PM – 11:30 PM</td>
<td>Late Night Lounge</td>
</tr>
</tbody>
</table>

## THURSDAY, OCTOBER 1

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00 AM</td>
<td>5k Fun Run/Walk</td>
</tr>
<tr>
<td>7:00 AM – 7:00 PM</td>
<td>Registration, Networking Lounges, NIC MAP® Data Center, Tech Bar</td>
</tr>
<tr>
<td>7:00 AM – 5:00 PM</td>
<td>Specialty Coffee Bar, Headshot Lounge, Relaxation Station, Shoe Shine</td>
</tr>
<tr>
<td>7:00 AM – 9:00 AM</td>
<td>Continental Breakfast</td>
</tr>
<tr>
<td>8:30 AM – 10:00 AM</td>
<td>Opening General Session <em>with Congressmen John K. Delaney, MD (D) and James B. Renacci, OH (R)</em></td>
</tr>
<tr>
<td>10:00 AM – 10:45 AM</td>
<td>Networking Break</td>
</tr>
<tr>
<td>10:45 AM – 12:00 PM</td>
<td>Concurrent Sessions</td>
</tr>
<tr>
<td>11:30 AM – 12:30 PM</td>
<td>NIC Talks</td>
</tr>
<tr>
<td>12:30 PM – 2:15 PM</td>
<td>Conference Luncheon <em>with David Gergen</em></td>
</tr>
<tr>
<td>2:30 PM – 3:45 PM</td>
<td>Concurrent Sessions</td>
</tr>
<tr>
<td>3:45 PM – 4:15 PM</td>
<td>Networking Break</td>
</tr>
<tr>
<td>4:15 PM – 5:30 PM</td>
<td>NIC Technology Innovation Challenge</td>
</tr>
<tr>
<td>4:30 PM – 5:30 PM</td>
<td>Concurrent Session</td>
</tr>
<tr>
<td>5:30 PM – 7:00 PM</td>
<td>Networking Reception</td>
</tr>
<tr>
<td>6:30 PM – 9:30 PM</td>
<td>Evening Car Service</td>
</tr>
<tr>
<td>8:30 PM – 11:30 PM</td>
<td>Late Night Lounge</td>
</tr>
</tbody>
</table>
# SCHEDULE AT-A-GLANCE

## FRIDAY, OCTOBER 2

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00 AM</td>
<td>Rise &amp; Shine Yoga</td>
</tr>
<tr>
<td>7:00 AM – 12:00 PM</td>
<td>Registration, Networking Lounges, NIC MAP® Data Center, Tech Bar</td>
</tr>
<tr>
<td>7:00 AM – 12:00 PM</td>
<td>Specialty Coffee Bar</td>
</tr>
<tr>
<td>7:00 AM – 9:00 AM</td>
<td>Continental Breakfast</td>
</tr>
<tr>
<td>9:00 AM – 10:00 AM</td>
<td>NIC Talks</td>
</tr>
<tr>
<td>10:00 AM – 10:30 AM</td>
<td>Networking Break</td>
</tr>
<tr>
<td>10:30 AM – 11:45 AM</td>
<td>Concurrent Sessions</td>
</tr>
</tbody>
</table>

---

## WIRELESS INTERNET ACCESS

Enjoy complimentary wireless internet throughout the NIC conference space.

Network: NIC25  
Password: theprivatebank
This year’s conference program offers insightful, relevant and engaging content, which explores innovation, the aging revolution, quality metrics poised to drive the future of seniors housing and care, and provides key operational and investment perspectives.

FORMATS

- **NIC Talks** – individual 12-minute talks focused on the aging revolution
- **NIC Technology Innovation Challenge** – up-and-coming tech start-ups pitching to a panel of senior care providers
- **Single Presenter** – presentation by one speaker
- **Panel Presentations** – a group of presenters will share information with the audience and offer Q & A opportunities
- **Small Group Discussion** – facilitated discussions that allow for interactive dialogue

TRACKS

- **(SH) Seniors Housing**
- **(SN/PA) Skilled Nursing/Post-Acute**

with focus on:
- Quality care and sustainable returns
- Market supply and demand
- The future of permanent debt financing
- Determining the right capital sources
- Scalability of new technology
<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday, Sept 30</td>
<td>1:00 PM – 3:30 PM</td>
<td>Pre-Conference Workshop: NIC Seniors Housing and Care Boot Camp</td>
</tr>
<tr>
<td></td>
<td>5:00 PM – 6:00 PM</td>
<td>NIC Talks</td>
</tr>
<tr>
<td>Thursday, Oct 1</td>
<td>8:30 AM – 10:00 AM</td>
<td>Opening General Session with Congressmen John K. Delaney, MD (D) and James B. Renacci, OH (R)</td>
</tr>
<tr>
<td></td>
<td>10:45 AM – 12:00 PM</td>
<td>Concurrent Sessions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Beyond Substantial Compliance: The Impact and Import of Quality on Sustainable Returns in Skilled Nursing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• The Future of Permanent Debt Financing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Development: From Feasibility to Failure to Future Success</td>
</tr>
<tr>
<td></td>
<td>11:30 AM – 12:30 PM</td>
<td>NIC Talks</td>
</tr>
<tr>
<td></td>
<td>12:30 PM – 2:15 PM</td>
<td>Conference Luncheon with David Gergen</td>
</tr>
<tr>
<td></td>
<td>2:30 PM – 3:45 PM</td>
<td>Concurrent Sessions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Quality Care: The Cornerstone of Sustainable Returns in Seniors Housing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Determining the Right Capital Sources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Opportunity Knocking: The Impact of the Changing Payor Landscape</td>
</tr>
<tr>
<td></td>
<td>4:15 PM – 5:30 PM</td>
<td>NIC Technology Innovation Challenge</td>
</tr>
<tr>
<td></td>
<td>4:30 PM – 5:30 PM</td>
<td>Concurrent Session</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• NOI Growth in Seniors Housing: A Multidisciplinary Approach</td>
</tr>
<tr>
<td>Friday, Oct 2</td>
<td>9:00 AM – 10:00 AM</td>
<td>NIC Talks</td>
</tr>
<tr>
<td></td>
<td>10:30 AM – 11:45 AM</td>
<td>Concurrent Sessions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Decoding the Valuation Riddle</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Seniors Housing Economics and Demographics: Better or Bubble?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Business Strategies and Opportunities to Deliver a Post-Acute Care Continuum for Seniors</td>
</tr>
</tbody>
</table>
REGISTRATION

Hours:
- Wednesday, September 30: 10:00 AM – 7:30 PM
- Thursday, October 1: 7:00 AM – 7:00 PM
- Friday, October 2: 7:00 AM – 12:00 PM

Location: Level 2—Convention Center Pre-Function

Name Badge & Lanyard Colors
- Operator
- Developer
- Lender/Debt Provider, Investor/Equity Provider, Financial Intermediary
- Industry Services/Transactional, Non-transactional, Other

Conference attendees are required to wear their name badges throughout the conference. Name badges provide admission to receptions, networking lounges, and sessions. Badges are non-transferable.

CONFERENCE CONCIERGE

Need assistance? Our Conference Concierges take pride in offering personal, attentive service that really amplifies productivity. They are here to serve your needs, helping you be accomplished.

Hours:
- Wednesday, September 30: 10:00 AM – 7:30 PM
- Thursday, October 1: 7:00 AM – 7:00 PM
- Friday, October 2: 7:00 AM – 12:00 PM

Location: Level 2—Potomac Lobby

TECH BAR

Computers are available for you to check email, print session handouts and more. Tech Bar concierges are on hand and available to assist you with your mobile device and Conference Online Community needs.

Hours:
- Wednesday, September 30: 10:00 AM – 7:30 PM
- Thursday, October 1: 7:00 AM – 7:00 PM
- Friday, October 2: 7:00 AM – 12:00 PM

Location: Level 2—Potomac Lobby
MOBILE CHARGING STATIONS

Get charged and stay connected throughout the conference! Charging kiosks are available on Level 2 (Cherry Blossom Networking Lounge & Potomac Lobby) and offer compatible plugs for a variety of mobile devices including iPhone, iPad, microUSB, Blackberry, and more.

NIC MAP® DATA CENTER

Explore the seniors housing and care sector’s most powerful research and analysis tool - NIC MAP® Data Service. Tracking and reporting 10 years of market performance data on more than 13,000 properties within 99 U.S. metropolitan markets, NIC MAP®’s web-based suite of research and analysis tools enable users to make informed decisions based on accurate, unbiased, and actionable data. Visit the NIC MAP® Data Center to learn more.

Hours:

- Wednesday, September 30 10:00 AM – 7:30 PM
- Thursday, October 1 7:00 AM – 7:00 PM
- Friday, October 2 7:00 AM – 12:00 PM

Location: Level 2—Potomac Lobby

10 YEARS OF TIME-SERIES DATA

Founding NIC MAP® Supporters

We would like to thank the following companies for their continued support of the NIC MAP® Data Service for the past 10 years.

- AEW Capital Management
- Atria Senior Living
- Belmont Senior Living
- Benchmark Senior Living
- Capital Senior Living
- Erickson Living
- GE Capital
- Healthcare REIT, Inc.
- Holiday Retirement
- KeyBank Real Estate Capital
- RED Capital Group
- Sunrise Senior Living
- Ventas, Inc.
- Vi
NETWORKING LOUNGES

Two networking lounges are available for use throughout the conference and provide comfortable places for attendees to conduct meetings. A NIC badge must be worn for access to these spaces.

Belvedere Networking Lounge
The Belvedere Networking Lounge is the ideal place to see and be seen and is exclusively available to NIC conference attendees during the following hours.

**Hours:**
- Wednesday, September 30: 10:00 AM – 4:00 PM
- Thursday, October 1: 7:00 AM – 4:00 PM
- Friday, October 2: 7:00 AM – 12:00 PM

**Location:** Lobby Level—Belvedere Bar

Cherry Blossom Networking Lounge
If you prefer a little more privacy or space to spread out, the Cherry Blossom Networking Lounge is the place to meet. This lounge has ample tables and space for business meetings. You can also have your professional headshot taken, relax with seated massage, recharge your mobile devices, or get a specialty coffee drink.

**Hours:**
- Wednesday, September 30: 10:00 AM – 7:30 PM
- Thursday, October 1: 7:00 AM – 7:00 PM
- Friday, October 2: 7:00 AM – 12:00 PM

**Location:** Level 2—Cherry Blossom Ballroom
CONFERENCE ONLINE COMMUNITY

The Conference Online Community is where the most up-to-date conference information can be found including:

- conference schedule
- up-to-date attendee information
- speaker bios and presentations
- onsite updates

It’s mobile device-friendly so don’t forget to download the app – scan the QR code now and begin navigating the conference in a whole new way.
MEETING POINTS

Meeting Points make meeting up easier! Save time locating colleagues by using this resource to identify meeting locations throughout the NIC conference space. Please refer to the Conference Online Community and/or Schedule at-a-Glance located in the back of the program.

ATTENDEE LISTING

The Attendee Listing in your conference credentials includes attendees registered by August 14. To view the most up-to-date attendee information available, please visit the Conference Online Community.

EVENT GUIDE TO INVESTORS

The Event Guide to Investors is an additional resource to connect operators seeking financing with debt and equity providers in the sector. The Guide includes company profiles and contact information for lenders, investors and financial intermediaries who registered and submitted their information by August 14.

HEADSHOT LOUNGE

Need to update your 10-year old photo? Put your best face forward and stop by the Headshot Lounge to have your complimentary executive portrait taken.

Hours:       Wednesday, September 30  10:00 AM – 6:00 PM
             Thursday, October 1  7:00 AM – 5:00 PM
Location:    Level 2—Cherry Blossom Ballroom (Networking Lounge)

WIRELESS INTERNET ACCESS

During the conference, enjoy complimentary wireless internet throughout the NIC conference space.

Network: NIC25
Password: theprivatebank
NETWORKING RECEPTIONS

First-time Attendee Mixer *(Invitation only)*
Network with fellow attendees, meet NIC leadership, and hear suggestions on how to make the most of your conference experience.

**Hours:** Wednesday, September 30 4:00 PM – 5:00 PM  
**Location:** Level 2—Potomac Lobby 1-6

Welcome Reception

**Hours:** Wednesday, September 30 6:00 PM – 7:30 PM  
**Location:** Level 2—Potomac AB

Networking Reception

**Hours:** Thursday, October 1 5:30 PM – 7:00 PM  
**Location:** Level 2—Potomac AB

SPECIALTY COFFEE BAR

Grab a complimentary cup of coffee in between business meetings and/or sessions:

**Hours:**  
Wednesday, September 30 10:00 AM – 6:00 PM  
Thursday, October 1 7:00 AM – 5:00 PM  
Friday, October 2 7:00 AM – 12:00 PM  
**Location:** Level 2—Cherry Blossom Ballroom (Networking Lounge)

RELAXATION STATION

Take a break from your busy schedule and visit the Relaxation Station to enjoy an upper-body massage between business meetings and/or sessions.

**Hours:**  
Wednesday, September 30 10:00 AM – 6:00 PM  
Thursday, October 1 7:00 AM – 5:00 PM  
**Location:** Level 2—Cherry Blossom Ballroom (Networking Lounge)
SHOE SHINE
Put your best foot forward with a complimentary shoe shine.

Hours:  
Wednesday, September 30  10:00 AM – 6:00 PM  
Thursday, October 1   7:00 AM – 5:00 PM

Location:  Level 2—Convention Center Lobby (by FedEx)

COAT & BAG CHECK
Need a place to stash your coat or briefcase? Coat & Bag Check can lighten your load.

Hours:  
Wednesday, September 30  10:00 AM – 8:00 PM  
Thursday, October 1   7:00 AM – 7:00 PM  
Friday, October 2  7:00 AM – 12:00 PM

Location:  Level 2—Potomac Lobby

EVENING CAR SERVICE
Complimentary car service is available from the Gaylord National to transport you to your night out in Old Town Alexandria.

Hours:  
Wednesday, September 30  7:00 PM – 10:00 PM  
Thursday, October 1   6:30 PM – 9:30 PM

Location:  Lobby Level—Main Entrance

LATE NIGHT LOUNGES
Enjoy the fall weather by ending your evenings with a nightcap and/or freshly rolled cigar on Old Hickory’s Terrace.

Hours:  
Wednesday, September 30  8:30 PM – 11:30 PM  
Thursday, October 1   8:30 PM – 11:30 PM

Location:  Lobby Level—Old Hickory Steakhouse, Cigar Terrace
AUDIO RECORDINGS SYNCHRONIZED WITH POWERPOINT PRESENTATIONS

Attendees will have the opportunity for complimentary access to the audio recordings synchronized with the PowerPoint presentations from most of the sessions shortly after the conference. For more information on the Conference Rewind, visit the Conference Online Community.

BUSINESS CENTER
The FedEx-managed business center is equipped to provide you with all of the services you need to help make your business trip a success.

Hours:
- Wednesday, September 30 6:00 AM – 9:00 PM
- Thursday, October 1 6:00 AM – 9:00 PM
- Friday, October 2 6:00 AM – 9:00 PM

Location: Level 2—Convention Center Lobby

CONFERENCE TV CHANNEL
Tune to channel 49 at the Gaylord National for a daily overview, conference highlights, and a look at the day ahead.

EMERGENCIES/MEDICAL NEEDS
The safety and security of attendees and staff is first priority for NIC and the Gaylord National. For fire and medical emergencies, dial extension 333 (Emergency Hotline) from any house phone located in the hotel or (301) 965-4500 to reach Gaylord National Safety Services. Please be prepared to provide the nature and exact location of the emergency. We respectfully request that you do NOT call 911 directly.

Area Pharmacy
CVS Pharmacy
162 Fleet Street
National Harbor, MD
(301) 686-0248
Distance away: 0.2 miles

Area Medical Center
Fort Washington Medical Center
11711 Livingston Road
Fort Washington, MD
(301) 292-7000
Distance away: 5.49 miles
HEALTH & WELLNESS

5k Fun Run/Walk
Our annual 5k Fun Run/Walk is the perfect early-morning networking event. All runners and walkers are welcome to participate. Please note there will not be any support or water stations throughout the route.

Hours: Thursday, October 1 6:00 AM
Location: Lobby Level—Belvedere Networking Lounge

Rise & Shine Yoga
Join your peers for an early morning stretch to get you off to a great start.

Hours: Friday, October 2 6:00 AM
Location: Level 2—Camellia

KOSHER ACCOMMODATIONS

Sukkah
This year we have expanded our kosher accommodations to include a Sukkah. In addition to hosting kosher meals, the Sukkah is also available for Minyan.

Hours: Wednesday, September 30 5:00 PM – 8:00 PM
Thursday, October 1 6:00 AM – 8:00 PM
Friday, October 2 6:00 AM – 12:00 PM
Location: Atrium Level—Riverview Terrace

Kosher Meals
Glatt kosher options are available for attendees who requested kosher meals in advance. All meals will be offered in the Sukkah unless otherwise requested.

LOST AND FOUND

Any lost items may be available to claim at Registration. NIC will secure items until the end of each day and then turn them over to the hotel’s security.
PHOTOS AND VIDEOS

NIC reserves the right to use photographs/video taken of attendees at the conference for its purposes. Attendees waive any right to inspect or approve finished photographs/video or copy used for promotional purposes.

SPEAKER PRESENTATIONS

Attendees can view and print session presentations via the Conference Online Community. Click on ‘Schedule and Materials’.

SOCIAL MEDIA

Join the social buzz and share your conference experience—you could show up on our social feed.

Twitter: #NIC25
Instagram: ntl_invctr
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00 AM – 7:30 PM</td>
<td>Registration, Networking Lounges, NIC MAP® Data Center, Tech Bar</td>
</tr>
<tr>
<td>10:00 AM – 6:00 PM</td>
<td>Specialty Coffee Bar, Headshot Lounge, Relaxation Station, Shoe Shine</td>
</tr>
<tr>
<td>1:00 PM – 3:30 PM</td>
<td>Pre-Conference Workshop: NIC Seniors Housing and Care Boot Camp</td>
</tr>
<tr>
<td>4:00 PM – 5:00 PM</td>
<td>First-time Attendee Mixer <em>(Invitation only)</em></td>
</tr>
<tr>
<td>5:00 PM – 6:00 PM</td>
<td>NIC Talks</td>
</tr>
<tr>
<td>6:00 PM – 7:30 PM</td>
<td>Welcome Reception</td>
</tr>
<tr>
<td>7:00 PM – 10:00 PM</td>
<td>Evening Car Service</td>
</tr>
<tr>
<td>8:30 PM – 11:30 PM</td>
<td>Late Night Lounge</td>
</tr>
</tbody>
</table>
NIC Seniors Housing and Care Boot Camp  
(Potomac C)
Seniors housing and care as a commercial property type is unique. The NIC Boot Camp is designed for analysts, underwriters, institutional investors, and developers new (1-3 years) to the industry. Through an intensive, highly-interactive 2.5 hour workshop simulation, participants will learn the nuts and bolts of what makes up a high-functioning, valuable property, and how it is built, leased and operated for highest and best use.

In this workshop:
- experience the full seniors housing and care development, acquisition, operation and disposition cycle
- get up to speed quickly in regard to succeeding in this unique industry
- increase your industry knowledge and therefore, networking ability – so you can get the most out of your meetings at NIC

Benefit from the collective learning power of leading operators and capital providers, expert strategists and quantitative research.

Facilitators:
- Chris Cain, Senior Client Manager, BBVA Compass
- Bre Grubbs, Vice President – New Development, Leisure Care
- Chris Kasulka, President & CEO, Oakmont Senior Living
- Doug Lessard, Chief Operating Officer/EVP, Belmont Village Senior Living
- Chris McGraw, Senior Research Analyst, NIC
- Cody Tremper, Managing Director, Greystone Real Estate Advisors

NIC Talks
Hear from industry luminaries and outside disruptors about the future of aging.

Hours:

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday, September 30</td>
<td>5:00 PM – 6:00 PM</td>
</tr>
<tr>
<td>Thursday, October 1</td>
<td>11:30 AM – 12:30 PM</td>
</tr>
<tr>
<td>Friday, October 2</td>
<td>9:00 AM – 10:00 AM</td>
</tr>
</tbody>
</table>
**2026 Boomers: Envisioning the Aging Revolution (Potomac D)**

New this year, NIC Talks is a series of individual 12-minute talks designed to spark conversation about the future of aging.

Industry insiders and outside disruptors draw on their experience and knowledge to answer the question, “What do you envision happening over the next 10 years (2016 – 2026) that will revolutionize the aging experience of the first boomer turning 80 in 2026?”

From disruptive development to ethics in aging, the payor system to driverless cars, public policy to walking and gait technologies, you will be forced to re-think the future.

**Moderator:**

Christopher Jennings
Founder & President,
Jennings Policy Strategies

**Speakers:**

Brenda J. Bacon
President & CEO,
Brandywine Senior Living

Debra A. Cafaro
Chairman & Chief Executive Officer,
Ventas, Inc.

Chris Edell
CEO, Elevar

Ryan Frederick
Founder & CEO, Smart Living 360
THURSDAY, OCTOBER 1

6:00 AM  5k Fun Run/Walk

7:00 AM – 7:00 PM  Registration, Networking Lounges, NIC MAP® Data Center, Tech Bar

7:00 AM – 5:00 PM  Specialty Coffee Bar, Headshot Lounge, Relaxation Station, Shoe Shine

7:00 AM – 9:00 AM  Continental Breakfast

8:30 AM – 10:00 AM  Opening General Session with Congressmen John K. Delaney, MD (D) and James B. Renacci, OH (R)

10:00 AM – 10:45 AM  Networking Break

10:45 AM – 12:00 PM  Concurrent Sessions

11:30 AM – 12:30 PM  NIC Talks

12:30 PM – 2:15 PM  Conference Luncheon with David Gergen

2:30 PM – 3:45 PM  Concurrent Sessions

3:45 PM – 4:15 PM  Networking Break

4:15 PM – 5:30 PM  NIC Technology Innovation Challenge

4:30 PM – 5:30 PM  Concurrent Session

5:30 PM – 7:00 PM  Networking Reception

6:30 PM – 9:30 PM  Evening Car Service

8:30 PM – 11:30 PM  Late Night Lounge
Point-Counterpoint: The Roles of the Public and Private Sectors in Meeting the Housing and Care Needs of America’s Seniors (Potomac AB)

Join us for a dynamic point-counterpoint discussion with two political party leaders, both with experience in the senior living sectors, one as a capital provider and the other as a care provider, as they share their “inside-the-beltway” and business perspectives.

Bob Kramer, NIC CEO and former Maryland legislator, will moderate this discussion between Congressman John Delaney, (D) Maryland and co-founder of CapitalSource, a leading commercial lender in the healthcare and senior living space, and Congressman Jim Renacci, (R) Ohio and founder of LTC Management Services, an Ohio-based company that owned, operated and managed nursing facilities.

Come hear these two leading members of Congress discuss topics of interest to both operators and capital providers including:

- how changes to the political landscape could affect the future of the senior care sector and how these same changes could impact Boomers
- how to improve outcomes and control costs with changes to Medicare and Medicaid
- affordable middle-income seniors housing
- the future of Fannie and Freddie and the potential impact on the industry
- steps the government should or shouldn’t take to encourage private sector initiatives so that most Boomers will not have to spend down to Medicaid to meet their long-term care needs
- labor and immigration laws and how they could potentially impact your business models and the availability and cost of a trained workforce
CONCURRENT SESSIONS
10:45 AM – 12:00 PM

Beyond Substantial Compliance: The Impact and Import of Quality on Sustainable Returns in Skilled Nursing (SN/PA) (Potomac 1-3)

As an operator, you need to define your sustainable economic bandwidth in order to manage the balance between quality improvements and defined quality outcomes. What are your best next steps to creating an outstanding operation beyond substantial compliance? Which qualities matter most to your constituents and how do those qualities look to institutional investors?

In this session:
- create and learn to use tools and metrics required to measure desired outcomes
- learn how to view quality as an integral economic concept in your company’s business plan
- determine which quality-based goals should be the focus of your organization’s efforts

Moderator:
Steven Insoft, Chief Corporate Development Officer, Omega Healthcare Investors, Inc.

Speakers:
David Gifford, Senior Vice President of Quality and Regulatory Affairs, AHCA
David Stordy, COO, Mainstreet

NEED A PRINTER OR COMPUTER?

Stop by the Tech Bar to check email, print session handouts and more. Tech Bar concierges are on hand and available to assist you with your mobile device and Conference Online Community needs.

Hours: Thursday, October 1 7:00 AM – 7:00 PM
Friday, October 2 7:00 AM – 12:00 PM

Location: Level 2—Potomac Lobby
The Future of Permanent Debt Financing *(SH) (SN/PA)*
(Potomac 4-6)
Aimed at both skilled nursing and private pay operators, this panel-style discussion will focus exclusively on the future of permanent debt, and the ramifications of sweeping changes to its status quo. Will agency financing remain the only source of permanent debt? If agency financing is replaced within the next 10 years, what will it be replaced by? What impact will REITs, commercial banks, Lifecos, and the Agencies have on the long-term debt market?

In this session:
- consider the current possibilities for solidifying your future sources of financing
- gain clarity on the expectations held by potential alternate financing sources
- determine what changes you should make to attract these institutions

Moderator:
Matthew Whitlock, Executive Vice President, CBRE

Speakers:
Chris Honn, Director-Customer Engagement, Fannie Mae
Imran Javaid, Managing Director, Capital One Services, LLC
Richard Matros, CEO, Sabra Health Care REIT, Inc.
Laura McDonald, Vice President and Manager, Seniors Housing Mortgage Investments, Protective Life Insurance Company

GET CHARGED AND STAY CONNECTED

Charging kiosks are available on Level 2 (Cherry Blossom Networking Lounge & Potomac Lobby) and offer compatible plugs for a variety of mobile devices including iPhone, iPad, microUSB, Blackberry, and more.
Development: Feasibility to Failure to Future Success (SH) (Potomac C)

Turning the lens from today’s development trends to where we are in terms of supply and demand, you will hear where the development cycle is and how it may affect future development on regional and national levels.

The discussion will include:

- the latest thinking on seniors housing market feasibility and key characteristics for success
- what can be done to determine current and future absorption rates
- how consumer tastes and finances affect short and long term supply
- where is the appetite for innovation for developing new models?
- where are the disruptors hiding?

Moderator:
Kurt Read, Principal, RSF Partners

Speakers:
Larry Rouvelas, Principal, Senior Housing Analytics
Kathryn A. Sweeney, Co-Founder & Managing Partner, Blue Moon Capital Partners
2026 Boomers: Envisioning the Aging Revolution
(Potomac D)
The second of three NIC Talks sessions—a series of individual 12-minute talks designed to spark conversation about the future of aging.

Industry insiders and outside disruptors draw on their experience and knowledge to answer the question, “What do you envision happening over the next 10 years (2016 – 2026) that will revolutionize the aging experience of the first boomer turning 80 in 2026?”

From disruptive development to ethics in aging, the payor system to driverless cars, public policy to walking and gait technologies, you will be forced to re-think the future.

Moderator:
Christopher Jennings
Founder & President,
Jennings Policy Strategies

Speakers:
Arnold Whitman
Chairman,
Formation Capital, LLC

Loren Shook
President, CEO, Chairman,
Silverado

Thomas J. DeRosa
Chief Executive Officer,
Healthcare REIT, Inc.

Lindsey Conner Mosby
Executive Strategy Director,
Healthcare Practice Lead,
frog Design, Inc.
With the national election only a year away, David Gergen, noted author and senior political analyst for CNN, will share his insight on the effects the election will have on the national socio-political climate and its impact on partisan gridlock, healthcare delivery, and payment reform. He’ll dive deeper, looking at how a new Congress and a new President could focus on entitlement and tax reform, and how the ACA will be viewed.

He will also share his thoughts on the presidential race itself and what we may expect in the coming months as the campaign heats up with the primary season, the national conventions and finally the general election. With the recent Supreme Court ruling upholding Obamacare, what impact will this have on the 2016 Presidential election?

David’s unique, bipartisan perspective, and his experience as an advisor to four different presidents and both political parties, allows him to speak with authority about shifts in Congress, Presidents and power including how different administrations might look, act and react to the last eight years, depending on who gets elected.

Keynote Speaker:

David Gergen
Senior Political Analyst, CNN
Quality Care: The Cornerstone of Sustainable Returns

(Potomac 4-6)

Make the all-important link between quality and sustainable financial returns. As an investor, why is measuring quality in seniors housing so important today? How do different quality measures affect the organization as a whole?

As an operator, which quality and execution strategies attract capital? This is an opportunity to:

- get insight into the key metrics of operating quality that most resonate with capital sources
- understand what is needed to demonstrate to capital providers the importance of quality, and what benchmarks actually move the needle to move-ins and operational savings
- learn how operating quality impacts property performance and returns

Moderator:
Larry Cohen, CEO, Capital Senior Living Corporation

Speakers:
Chris Cummings, Vice President, Asset Management, Ventas, Inc.
Lynne Katzmann, President and CEO, Juniper Communities
Determining the Right Capital Sources \( \text{(SH)} \) (Potomac 1-3)

Private pay seniors housing operators need to match the right capital sources to their corporate growth strategy. What do the new sources of equity and debt look like? How is the changing market affecting traditional sources of capital? Who are the emerging players in the capital markets?

In this session:
- understand what different sources of capital look for in the operators and developers they work with, by distinguishing their investment parameters and criteria
- gain in-depth knowledge to develop a strategy for matching capital sources for your company’s needs
- determine where the new sources of capital are coming from and how they align with your operations and development

Moderator:
Mercedes Kerr, SVP-Business Development, Healthcare REIT, Inc.

Speakers:
Kevin Maddron, COO & CFO, CNL
Nicole Sermier, Managing Director, Och Ziff Real Estate
Aron Will, SVP, CB Richard Ellis

JOIN THE SOCIAL BUZZ

Share your conference experience — you could show up on our social feed. Follow us on Twitter using #NIC25 and ntl_invctr on Instagram.
Opportunity Knocking: The Impact of the Changing Payor Landscape (SN/PA) (Potomac C)

Pivoting towards value-based reimbursement models gives the seniors housing and care sector a chance to continue improving quality and the potential of participating in the shared savings, while building census and occupancy partnerships.

How can quality skilled nursing/post-acute players remain relevant with key stakeholders- health plans, health systems, and other care management companies? Will there be a place for seniors housing at the table?

In this session:
- analyze your readiness to participate in alternative, value-based reimbursement scenarios
- hear how to manage overall healthcare spend, not just room and board
- understand the potential changes to referral flow and overall demand
- anticipate the operating changes you will need to stay competitive

Moderator:
Kurt Read, Principal, RSF Partners

Speakers:
Brian Cloch, CEO, Post-Acute Network Solutions
Jason H. Feuerman, Senior Vice President-Strategic Development & Managed Care, Genesis HealthCare
Adam Kane, Senior Vice President, Corporate Affairs, Erikson Living
Mark Parkinson, President & CEO, AHCA/NCAL
NIC Technology Innovation Challenge (Potomac C)

If you watch the TV show *Shark Tank*, you’ll appreciate technology start-ups from the 2015 Aging2.0 Academy pitching to a well-known panel of senior care providers. The panel/judges will analyze and interrogate four up-and-coming technology start-ups with products and services geared specifically for the senior living space.

Will their innovations be practical, relevant, and scalable — having the potential to change the delivery of care and services for seniors? The judges will also look at savings, resident, and staff benefits and overall impact of each start-up. Which company will convince the judges and how will the audience vote?

Technology Start-Ups:
Lissy Hu, Co-founder & CEO, CarePort
Sherwin Sheik, President & CEO, CareLinx
Andy Tubman, Co-founder & Chief of Therapeutics and Music, SingFit
Mike Eldsaune, Co-founder & CEO, CareMonster

Judges:
Ginna Balk, Senior Care Business Strategist, CDW Healthcare
Tom Grape, CEO, Benchmark Senior Living
Davis Park, Director, Center for Technology Innovation, Front Porch Center
Joe Steier, President/CEO, Signature HealthCare

LATE NIGHT LOUNGES

Stop by the Late Night Lounge for a nightcap and/or freshly rolled cigar on Old Hickory’s Terrace.

Hours:
Wednesday, September 30  8:30 PM – 11:30 PM
Thursday, October 1  8:30 PM – 11:30 PM

Location:
Lobby Level—Old Hickory Steakhouse, Cigar Terrace
NOI Growth in Seniors Housing: A Multidisciplinary Approach (SH) (Potomac 4-6)

How do you increase or even maintain NOI in the face of growing market competition? Are you exploring the latest trends in managing expense efficiency, including balancing staffing and exceptional care?

Designed for seniors housing operators, this small group discussion begins with a review of the top NOI drivers, followed by smaller group deep dives with each area expert, including pricing and revenue generation strategies that consider rate vs. volume; unit premiums and discounts; frequency of pricing changes; and inventory management.

Attendees will:
- develop actionable strategies for increasing NOI in your community
- get the answers to pressing questions currently impacting operations
- build a network of peers and resources, share best practices and begin future discussions

Co-Facilitators:
- Bre Grubbs, Vice President-New Business, Leisure Care
- Stephanie Handelson, President & COO, Benchmark Senior Living

Speakers:
- Chris Guay, Northeast Division President, Brookdale Senior Living
- Allison Guthertz, Vice President of Quality Resident Services, Benchmark Senior Living
- Melissa Owens, Vice President of Sales and Marketing, Elmcroft Senior Living
## FRIDAY, OCTOBER 2

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00 AM</td>
<td>Rise &amp; Shine Yoga</td>
</tr>
<tr>
<td>7:00 AM – 12:00 PM</td>
<td>Registration, Networking Lounges, NIC MAP® Data Center, Tech Bar</td>
</tr>
<tr>
<td>7:00 AM – 12:00 PM</td>
<td>Specialty Coffee Bar</td>
</tr>
<tr>
<td>7:00 AM – 9:00 AM</td>
<td>Continental Breakfast</td>
</tr>
<tr>
<td>9:00 AM – 10:00 AM</td>
<td>NIC Talks</td>
</tr>
<tr>
<td>10:00 AM – 10:30 AM</td>
<td>Networking Break</td>
</tr>
<tr>
<td>10:30 AM – 11:45 AM</td>
<td>Concurrent Sessions</td>
</tr>
</tbody>
</table>
2026 Boomers: Envisioning the Aging Revolution (Potomac D)
The final of three NIC Talks sessions—a series of individual 12-minute talks designed to spark conversation about the future of aging.

Industry insiders and outside disruptors draw on their experience and knowledge to answer the question, “What do you envision happening over the next 10 years (2016 - 2026) that will revolutionize the aging experience of the first boomer turning 80 in 2026?”

From disruptive development to ethics in aging, the payor system to driverless cars, public policy to walking and gait technologies, you will be forced to re-think the future.

Moderator:
Sheila Burke
Chair, Government Relations & Public Policy, Baker Donelson

Speakers:
Dr. Bill Thomas
Author, Founder of the Green House Project & Eden Alternative

Lynne Katzmann
President & CEO, Juniper Communities

Mike Townsend
Founder, COO, HomeHero

Jacquelyn Kung
Founder/Consultant, Altruya
Decoding the Valuation Riddle (SH) (SN/PA) (Potomac 4-6)

As a private pay or skilled nursing operator, you have an innate understanding of your own assets. What are the major factors that influence an investor’s view?

Values can be highly influenced by various property and portfolio attributes — location, age, type of property, operator. Operators considering value-enhancement strategies, now or in the near future, need to understand how it plays out as an investment strategy.

In this session:
- get down to the fundamentals of how investors are valuing assets, both individually and in larger portfolios
- learn the key drivers behind the pricing and cap rates for your market
- increase your ability to identify ‘make-or-break’ considerations when selecting a value-enhancement strategy

Moderator:
David Boitano, Senior Investment Officer, Ventas, Inc.

Speakers:
Charles Bissell, MAI, ASA, CRE, Executive Director, Integra Realty Resources
Alan Plush, Senior Partner, HealthTrust, LLC
Seniors Housing Economics and Demographics: Better or Bubble? (SH)  
(Potomac 1-3)  
What do the far-reaching macroeconomic, demographic and capital market trends predict for the future of seniors housing and care? How will these trends affect your investments, properties and buying and selling decisions? An in-depth look at current and projected national economic conditions will give you a better understanding of their effect on market fundamentals and capital market conditions. What do surfacing demographic trends mean for today’s resident profile? NIC’s chief economist will broaden your understanding of up-to-the-minute market supply and demand fundamentals, and help you gain insights into how these can affect property financial performance.

This session will explore:
- how to determine if your properties are in locations with supply threats
- how the anticipated rise in interest rates may affect the value of your properties
- which economic drivers you should be monitoring to remain competitive and identify potential opportunities and challenges

Presenter:
Beth Mace, Chief Economist & Director, Capital Markets Outreach, NIC
Business Strategies and Opportunities to Deliver a Post-Acute Care Continuum for Seniors (SN/PA)
(Potomac C)

As policymakers drive healthcare in America from a Fee-For-Service model to a Value/Performance-based model, and as payers continue to force more risk at all levels, providers must respond. What are the opportunities for seniors housing, skilled nursing and post-acute providers in the evolving health care delivery and payment models? What business strategies will enable providers to be the partners of choice for acute care providers and health care payers? How can rural providers play in the new model where volume is essential? What are the pros and cons of different options for coordinating and integrating care across the post-acute continuum and how do investors view these options?

Hear from a rural SNF and ALF provider who developed his own Medicare Advantage plan, a leading home health provider who is part of a national post-acute system, a leading service provider for the post-acute sector focused on diagnostics and labs, and a leading investor in the post-acute space as to how they see the opportunities and what their business strategies are.

Come learn about:

- Strategies to develop a post-acute continuum for seniors
- Ways to deliver low-cost settings AND quality outcomes
- How to adapt to the increasing importance of episodic and population health management
- Preparing to accept risk and manage that risk
- How traditional real estate investors assess and value emerging care delivery models

Moderator:
Scott Reid, Co-Founder & President, Alignment Covenant

Speakers:
Brian Beckwith, Chief Executive Officer, Formation Capital
Tom C. Coble, President, Elmbrook Management Company
Dean Johnson, Senior Vice President of Enterprise Sales, Kindred Healthcare
Mark Parrish, CEO, TridentUSA Health Services
We would like to thank our partners and sponsors for their support and commitment to advancing NIC’s mission.
THANK YOU

Conference Sponsors

- GE Capital Healthcare Financial Services
- LANCASTER POLLARD Financing Progress
- OMEGA Healthcare INVESTORS, INC.
- QUIRING CONSTRUCTION
- redgroup capital
- VENTAS
- BERKADIA
- CapitalSource
- CS Capital Advisors, LLC
- GRANITE

Networking Reception
Welcome Greeting
Badges and Lanyards
Turndown Service
Belvedere Networking Lounge
Networking Reception
Welcome Reception
Welcome Reception
Conference Luncheon
Evening Car Service
Conference Luncheon
HeadShot Lounge
THANK YOU

Conference Sponsors

- HEALTHCARE REIT
- HEALTH TRUST
- INDEPENDENT
- KeyBank
- LTC REIT
- Midcap Financial
- Oak Grove Capital
- Oxford Finance
- Sunrise Senior Living
- The Private Bank
- Zenith Capital

Conference Online Community, Final Program Mobile Charging Stations & NIC Timeline
Conference Luncheon
Morning Newspaper Delivery
Hotel Room Keys
Conference Padfolio
Specialty Coffee Bar
Welcome Reception
Wireless Internet
Registration Website
THANK YOU

Conference Sponsors

Tech Bar
Thursday Evening Amenity & Event Video Message

Late Night Lounge
Event Guide to Investors

Future Leaders Council Meeting
Attendant Listing

Daily Conference Highlights
How to Click at NIC & Kosher Accommodation

Meeting Points
Wednesday Evening Amenity

Floor Clings Signage & Morning Coffee Service
NIC/ASHA/ALFA Leadership Reception
THANK YOU

Conference Sponsors

NIXON PEABODY
First-time Attendee Mixer

RealPage®
Senior Living
Late Night Lounge

PNC
Relaxation Station

ARBOR
Networking Mints

ALDEN
HEALTH CARE & SENIOR LIVING
Thursday Continental Breakfast

berkeley point
Breakout Session AV & Staging

BDO
Morning Coffee Service

CliftonLarsonAllen
NIC Seniors Housing and Care Boot Camp

CAMBRIDGE
Realty Capital Companies
Kosher Accommodations

Care Capital Properties™ Skilled. Focused. Invested™
Friday Continental Breakfast
THANK YOU

Conference Sponsors

- Colliers International
- Direct Supply aptura
- Formation Capital
- BB&T
- Grandbridge
- HHc Finance
- IPA
- Marcus & Millichap
- M&T Realty Capital Corporation
- Matrixcare
- NorthStar Asset Management Group
- Prudential
- Prudential

Kosher Accommodations

Shoe Shine

Bottled Water Service & Kosher Accommodations

Conference Recap

Health & Wellness

Conference Hand Sanitizer

Operator Advisory Board Meeting

Friday Continental Breakfast

Breakout Session AV & Staging

Breakout Session AV & Staging

Mortgage Capital Company - Conference Rewind

Real Estate Investment - Senior Housing Journal Awards

#NIC25 | 43
THANK YOU

Conference Sponsors

**ARHT Capital Healthcare Trust III, Inc.**

**Regions**

**Sentio Healthcare Properties**

**TNG The Nathanson Group**

**AEW**

**Capital Senior Living**

**CBRE**

**Christenson Advisory Services**

**Erickson Living**

**Surface Logic**

---

**Deal-making Kits**

**Schedule at-a-Glance**

**Kosher Accommodations**

**Smith / Packett**

**Bottled Water Service**

**Conference Pen**

**Thursday Morning Networking Break**

**Friday Morning Networking Break**

**Thursday Afternoon Networking Break**

**Future Leaders Council Alumni Reception**
Industry and Media Sponsors

American Health Care Association/National Center for Assisted Living (AHCA/NCAL)

American Seniors Housing Association (ASHA)

Assisted Living Federation of America (ALFA)

ALM Real Estate Media Group

McKnight’s Long-Term Care News & Assisted Living

Healthcare Real Estate Insights

National Real Estate Investor (NREI)

Institutional Real Estate, Inc. (IREI)

Provider Magazine

Seniors Housing Business

Senior Housing Forum

Senior Living Executive

Senior Housing News

The Senior Care Investor
We’re glad you came to the
25th NIC National Conference

Join us next year:

- **2016 Spring Investment Forum**
  March 9-11, 2016
  Dallas, TX

- **2016 Fall Conference**
  September 14-16, 2016
  Washington, DC

www.nic.org/events
# 25TH NATIONAL CONFERENCE PLANNING COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Moore</td>
<td>Chairman &amp; CEO, Atria Senior Living NIC Board Chair</td>
</tr>
<tr>
<td>Dan Biron</td>
<td>Senior Vice President, Berkadia NIC Board Treasurer</td>
</tr>
<tr>
<td>David Boitano</td>
<td>Senior Investment Officer, Ventas, Inc.</td>
</tr>
<tr>
<td>Larry Cohen</td>
<td>Chief Executive Officer, Capital Senior Living Corporation</td>
</tr>
<tr>
<td>Bre Grubbs</td>
<td>Vice President - New Business, Leisure Care</td>
</tr>
<tr>
<td>Stephanie Handelson</td>
<td>President &amp; COO, Benchmark Senior Living</td>
</tr>
<tr>
<td>Steven Insoft</td>
<td>Chief Corporate Development Officer, Omega Healthcare Investors, Inc.</td>
</tr>
<tr>
<td>Imran Javaid</td>
<td>Managing Director, Healthcare Real Estate, Capital One Services, LLC</td>
</tr>
<tr>
<td>Mercedes Kerr</td>
<td>Senior Vice President-Business Development, Healthcare REIT, Inc.</td>
</tr>
<tr>
<td>Allen Lynch</td>
<td>Attorney, Nixon Peabody</td>
</tr>
<tr>
<td>Bradley Razook</td>
<td>President and Managing Director, CS Capital Advisors NIC Board Vice Chair</td>
</tr>
<tr>
<td>Kurt Read</td>
<td>Principal, RSF Partners</td>
</tr>
<tr>
<td>Jim Seymour</td>
<td>Senior Managing Director, GE Capital NIC Board Secretary</td>
</tr>
<tr>
<td>Ray Thivierge</td>
<td>Chief Strategy Officer, Genesis HealthCare</td>
</tr>
<tr>
<td>Arnold Whitman</td>
<td>Chairman, Formation Capital, LLC</td>
</tr>
</tbody>
</table>