AGENDA
PRE CONFERENCE
WEDNESDAY, APRIL 15

3:30 - 5:30 pm  Senior Living Finance and Risk Management 101
               Speakers: Mike Flynn (Friendship Senior Options), Scott Determan and Stephen Johnson (Ziegler)
               Description: A primer for those new to the senior living field, particularly CCRC finance. This pre-
                              conference session will introduce accounting, risk management and financing concepts unique to the
                              senior living sector. Ziegler staff and peer CFOs will join to provide a foundational overview of what
                              senior living finance professionals need to be successful. Come to this session to build a solid
                              knowledge base and to meet others new to the sector.

5:30 - 7:00 pm  Opening Reception

THURSDAY, APRIL 16

8:00 - 8:30 am  Breakfast Buffet

8:30 - 8:35 am  Welcome
               Speakers: Steve Maag (LeadingAge), Lisa McCracken (Ziegler)

8:35 - 9:45 am  Opening Session
               Focus on Finance in 2015
               Speakers: Dan Hermann and Tom Meyers (Ziegler)

9:45 - 10:45 am General Session
               Policy Talk
               Speaker: Steve Maag (LeadingAge)
               Description: This recurring session will cover the key national policy and legal issues impacting the not-
                              for-profit senior living sector. With Republicans now in control of Congress, hear the latest on how that
                              will impact the next budget, Medicare/Medicaid and the Affordable Care Act. Highlights of the latest
                              developments in health care reform will also be discussed.

10:45 - 11:15 am Break (Note: Breaking for “The Peabody Duck March” at 11:00am)

11:15 am - 12:15 pm Breakout Sessions
                   Building an Effective Toolbox for Board Communication & Reporting
                   Speakers: Michael Brady (National Lutheran Communities & Services), Scott Kersh (St. Catherine's Village)
                   Moderator: Michael Kelly (Ziegler)
                   Description: Effective communication with the Board of Directors regarding financial and operational
                              performance is one of the key responsibilities of a Chief Financial Officer. Board reporting and
                              communication tools have evolved over the years with the increased presence of tablets and online
                              software systems. This session will highlight case studies of organizations that have made successful
                              changes in how they report financial and operational metrics to Board Members.
AGENDA (CONT'D)

11:15 am - 12:15 pm Breakout Sessions (Cont’d)
Partnerships and Joint Ventures: Cost Sharing Initiatives
Speakers: Joe Belvedere (Westminster Canterbury on Chesapeake Bay), Jack Broaddus (Sunnyside Communities), Nancy King (Westminster Canterbury at Home, Senior Options, LLC)
Moderator: Tad Melton (Ziegler)

Description: Many sectors in healthcare and the business economy are experiencing notable trends in joint ventures, formal partnerships and the consolidation of services. This session will provide attendees with an overview of the types of partnerships and joint ventures being executed in senior living and where providers can consider opportunities as they look to grow, diversify and partner with others to maximize cost sharing benefits.

HUD Financing Update
Speaker: Bill Mulligan (Ziegler)

Description: Capital is more accessible than ever for the not-for-profit senior living sector, but does the same hold true for those who provide, or are looking to provide, affordable housing for seniors? This session will provide the latest updates on topics such as the HUD 202 program and the associated refinancing options, FHA LEAN, and the low income housing tax credit programs.

12:15 - 1:00 pm Lunch
1:00 - 1:15 pm Break
1:15 - 2:30 pm Breakout Sessions

Continuing Care at Home: The Financial & Actuarial Details
Speakers: Alwyn Powell (A.V. Powell & Associates), Sarah Spellman (CliftonLarsonAllen)
Moderator: Steve Maag (LeadingAge)

Description: A rapidly growing home and community-based service line is the “Continuing Care at Home (CCaH)” model. Roughly one-third of the LeadingAge Ziegler 150 organizations reported interest in exploring this model in the next two years. Attend this session to learn more about the financial modeling of CCaH programs as well as the actuarial risks that providers take on with various contract options.

New Principles for Market Analysis
Speakers: Karen Adams (Gerontological Services, Inc.), Susan Brecht (Brecht Associates), Michael Starke (PMD Advisory Services)
Moderator: Tommy Brewer (Ziegler)

Description: A group of the industry’s leading market research and feasibility study firms partnered in 2008 and again in 2013 to provide universal recommendations to senior living providers regarding market analysis. This session will examine the fundamental assumptions used in market analysis across various product types (independent Living, assisted living, memory care). Best practices will be shared on topics such as age appropriate and income qualifiers, adult children households and defining your competition.

Financing Panel: Perspectives from Senior Living Lenders
Speakers: Lee Arnold (T. Rowe Price), Jim LeBuhn (Fitch), Jack Lewin (M&T)
Moderator: Amy Castleberry (Ziegler)

Description: Today’s senior living capital markets present a number of different options for senior living organizations who are looking to borrow new money or refinance existing debt. This session will give attendees the perspective of the lender, from banks to institutional investors. Attend this session to hear what lenders are looking for from providers needing to tap additional or a different type of capital in 2015.
AGENDA (CONT’D)

2:45 - 3:45 pm Breakout Sessions

Transiting to New Payment Models
Speaker: Lisa Legeer (Dixon Hughes Goodman Healthcare)
Moderator: Mary Muñoz

Description: The changes impacting the US healthcare system are profound and the transformational dialogue continues to accelerate for all stakeholders in the healthcare ecosystem. Most fundamentally, the issue is about how to manage the transition to new revenue models—the shift from traditional fee-for-service (“do more, get more”) to non-fee-for-service (bundles, shared savings, accountable care organizations, etc.). This presentation will address the organizational capabilities necessary for a provider to become “risk capable” and will share case studies from both the acute and post-acute care perspective.

Case Studies of Recent Not-for-Profit Affiliations

Description: There is a substantial wave of affiliations and sponsorship transitions hitting the not-for-profit senior living sector in 2015. For the most part, organizations have moved beyond sponsorship transitions driven by necessity (financial distress) and are more focused on strategic affiliations. Growth through strategic affiliations might be triggered by the retirement of a long-standing CEO, by aligning competencies or by interest in collectively expanding a geographic footprint. This session will not only profile recent case studies, but will discuss the financial and operational integration process. Attendees can learn what to expect with an affiliation and how to effectively prepare for necessary phases of integration.

3:45 - 4:15 pm Break

4:15 - 5:30 pm Roundtable Discussions

Tactics for Single-site Finance Office
Moderators: Betty Anderson (Duncaster), Angela Larson (Montereau), Will Carney (Ziegler)

Description: The single-site roundtable offers a focused time for dialogue on specific topics of interest to single-campus finance professionals. Come prepared for discussion!

Tactics for Multi-site Finance Office
Moderators: Mary Miller (Front Porch), Michael Warden (Saint Therese), Sarkis Garabedian (Ziegler)

Description: The multi-site roundtable offers a focused time for dialogue on specific topics of interest to CFOs and finance professionals from system organizations. Come prepared for discussion!

6:30 pm Dinner
The Cadre Building | 149 Monroe Avenue, Memphis, TN
FRIDAY, APRIL 17

8:00 - 9:00 am  Breakfast Intensive
Measuring Social Accountability & Community Impact
Speakers: Carl Anderson (Masonicare), Paul Ide (LaPosada)
Moderator: Lisa McCracken (Ziegler)

Description: How much impact do senior living providers have in their surrounding communities? Are we effectively capturing all the important data to not only prove our not-for-profit existence, but to demonstrate meaning in the greater community? This session will go above and beyond the definition of social accountability and will focus specifically on measurement and reporting elements of community engagement and impact.

A Birds-Eye View of Trends in Aging Service Technology
Speaker: John Hopper (Ziegler Link-age Longevity Fund)
Moderator: Dan Hermann (Ziegler)

Description: In 2014, seventy not-for-profit senior living providers from throughout the country invested in the Ziegler Link-age Longevity Fund (ZLLF). This fund serves not only as an alternative financial investment for provider organizations, but delivers strategic insight into what is occurring in the technology space related to the field of aging services. The intelligence gathering associated with the fund is significant. This session will specifically focus on what trends are being observed in this space. Where are emerging technology companies focused on? Where is the most growth being observed? Attendees will hear about trends based on reviews of hundreds of companies who are focused on developing solutions for older adults.

9:00 - 9:15 am  Break

9:15 - 10:30 am  Breakout Sessions
Alternative Financing Structures Update
Speaker: Chad Himel (Ziegler)

Description: This session will give an overview of alternative financing structures to the typical fixed-rate bond market and bank debt. Specifically, attendees will hear about FHA/HUD as a potential source of funding as well as evolving financing structures such as EB-5 Capital.

Financial and Data Analytics to Support Risk-Based Models of Care
Speaker: Betsy Rust (Plante Moran)
Moderator: Brandon Powell (Ziegler)

Description: Population health strategies and payer reforms are radically changing how providers are paid. Traditional fee-for-service arrangements are increasingly being replaced with partial or full risk contracts. To achieve success under these models of care, providers will need enhanced data analytic capabilities that assist with evaluating payer contracts, monitoring patient utilization, calculating cost of care, and predicting future trends. This session will guide participants in transforming financial data into effective tools for thriving under new models of care.

10:30 - 10:45 am  Break
AGENDA (CONT’D)

10:45 - 12:00 pm General Session
General Session: Innovative Healthcare Models Through Provider Partnerships
Speakers: Rebecca Neth Townsend (Covenant Health Alliance, Ziegler),
David Tiesenga (Holland Home, Tandem 365)
Moderator: Tom Meyers (Ziegler)

Description: Collaborating with others is a must in today’s healthcare and senior living environment. Providers are looking to traditional and non-traditional partners to form strategic alliances in an effort to be competitive in the larger healthcare landscape. This session will highlight case studies of groups of providers who have come together to form alliances and innovative partnerships. Hear about the rationale for various partnership structures, the economic engines for these alliances and what other providers should consider if exploring formal collaborations.

12:00 - 12:15 pm Closing & Wrap-Up
Speakers: Steve Maag (LeadingAge), Dan Hermann (Ziegler)

Total CPEs: 12.0