

2019 CHIEF EXECUTIVE SUMMIT

October 15-17, 2019
The Ritz-Carlton, Naples

280 Vanderbilt Beach Road
Naples, FL 34108

ARGENTUM
EXPANDING SENIOR LIVING



WELCOME TO THE ARGENTUM CHIEF EXECUTIVE SUMMIT

Welcome to Naples! Each year, Argentum hosts this invitation-only gathering of our Premier Members to network and engage in meaningful discussions about the most important issues facing our industry. The purpose of the Summit is to create room for deeper connections among peers and focus on the future of our industry. This beautiful setting is designed to provide an environment for reflection and inspiration. Finally, our topic facilitators and peer discussions should help to challenge perceptions, illuminate different ways of thinking, and provide a few “aha moments” that you would not get within a standard program.

We hope you’ll use this time to reconnect with your peers, make new connections, recharge, and rethink your future consumer, the competitive landscape, your business models, your future workforce, and managing change. On behalf of Argentum and the Board of Directors, we’re glad you’re here.

2019 CHIEF EXECUTIVE SUMMIT COMMITTEE



Timothy J. Buchanan
President, CEO
Legend Senior Living, LLC



Kai Hsiao
CEO
Eclipse Senior Living



Loren B. Shook
President, CEO & Chairman
Silverado

Argentum thanks our Corporate Partners and Industry Partner Premier Members for their annual Argentum support, as well as support of the 2019 Chief Executive Summit:



SCHEDULE AT A GLANCE

TUESDAY, OCTOBER 15

6:00 – 7:30 PM

WELCOME RECEPTION | CENTER COURT

Guests (spouses/partners) may attend.

WEDNESDAY, OCTOBER 16

8:00 AM – 12:00 PM

BOARD OF DIRECTORS MEETING (CLOSED MEETING)

12:00 – 1:15 PM

LUNCH AND OPENING KEYNOTE | ARTISANS



Predicting the Psyche of the 2030 Consumer

Neil Howe, best-selling author and national speaker, is a renowned authority on generations in America. He gives readers and audiences powerful

insights into who today's generations are, what motivates them as consumers and workers, and how they will shape our national future.

Neil Howe | Author, Historian, and Economist

1:30 – 2:30 PM

COMPETITIVE ALTERNATIVES TO SENIOR LIVING | ARTISANS

2:45 – 5:45 PM

NETWORKING EXCURSION

Meet in the Lobby for transportation to the Port-O-Call Marina and our Cruise aboard The Naples Princess.

Advanced RSVPs are required.

4:30 – 6:00 PM

NETWORKING RECEPTION AT THE RITZ-CARLTON GOLF RESORT | COURT OF PALMS

No plans? Stop by the Senior Living Symposium Networking Reception. Complimentary shuttle bus service from the Beach Resort to the Golf Resort every hour on the hour, with return service every hour on the half-hour.

6:00 – 9:30 PM

SILVER PAC TRUSTEE & SILVER CIRCLE DINNER | BEACH HOUSE

For eligible donors only, RSVP required. Guests (spouses/partners may attend). Casual attire recommended.

Sponsored by



THURSDAY, OCTOBER 17

8:00 – 9:00 AM

TOWN HALL BREAKFAST: THE FACTS ABOUT ARGENTUM'S STANDARDS INITIATIVE | VANDERBILT

9:00 – 10:15 AM

EVOLVING THE SENIOR LIVING BUSINESS MODEL | VANDERBILT

10:30 – 11:45 AM

GET ADAPTIVE: UNDERSTANDING AND EXTENDING THE WORKFORCE CONCEPTS THAT WILL SHAPE THE NEXT DECADE | VANDERBILT

12:00 – 1:30 PM

LUNCH WITH CLOSING KEYNOTE | VANDERBILT



Helping Successful Disruption

Guests (spouses/partners) may attend.

Best known for founding Travelocity.com and serving as founding Chairman of Kayak.com, Terry Jones has become a powerful voice in

the world of entrepreneurship through his numerous speaking engagements and the publication of his book, ON Innovation. His career path has established him as a thought leader on innovation in our increasingly digital world.

Terry Jones | Founder, Former President & CEO, Travelocity; Founder & Chairman, KAYAK

GETTING TO THE SUMMIT

Southwest Florida International Airport (RSW)

Exit the airport terminal.

Follow the signs to I-75 South.

Turn onto I-75 South (left). Continue on I-75 (South) until you reach exit 111 (Immokalee Road).

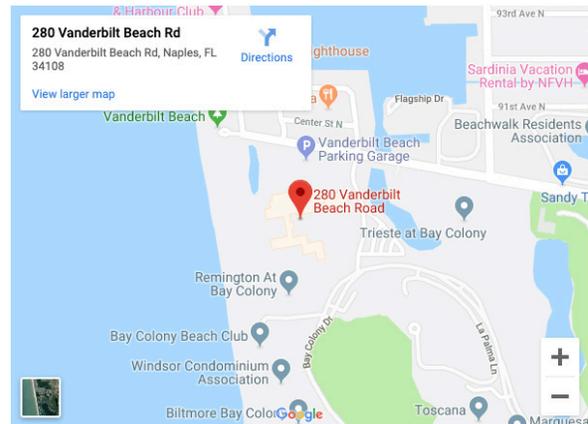
Take exit 111. Then turn right onto Immokalee Road (State Road 846). Proceed three and one half miles west until you reach the intersection of Immokalee Road and U.S. 41 (Tamiami Trail).

Turn left onto U.S. 41; proceed one mile to the Vanderbilt Beach Road Intersection.

Turn right onto Vanderbilt Beach Road. Proceed west for one mile.

Turn left onto Ritz-Carlton Drive. The Ritz-Carlton, Naples is located on the right hand side.

Approximately 25 minutes



MEDIA AT THE SUMMIT

The 2019 Argentum Chief Executive Summit is not open to members of the media. However, photography, audio, and video recordings may be present. By attending the event, attendees give Argentum, its affiliates, contractors, and representatives permission to use any attendee's voice and image in any archival or promotional recording, photograph, or streaming activity without any compensation or credit to the attendee. Attendees release Argentum, its vendors and employees, and all persons involved from any liability connected with the taking, recording, digitizing, or publication of interviews, photographs, video and/or or sound recordings.

ABOUT ARGENTUM

Argentum is the leading national association exclusively dedicated to supporting companies operating professionally managed, resident-centered senior living communities and the older adults and families they serve. Argentum member companies operate senior living communities offering assisted living, independent living, continuing care, and memory care services to older adults and their families. Since 1990, Argentum has advocated for choice, independence, dignity, and quality of life for all older adults.

Argentum member companies operate senior living communities offering assisted living, independent living, continuing care, and memory care services. Along with its state partners, Argentum's membership represents approximately 75 percent of the senior living industry—an industry with a national economic impact of nearly a quarter of a trillion dollars and responsible for providing over 1.6 million jobs. These numbers will continue to grow as the U.S. population ages.

SESSION DETAILS | WEDNESDAY, OCTOBER 16

12:00 – 1:30 PM | OPENING KEYNOTE: PREDICTING THE PSYCHE OF THE 2030 CONSUMER

We know the demographics. We're studying the differences in generational cultures. But are we really ready to reach the millennial and Gen X consumer?

These consumers aren't just different demographically. For the next 10 years, they—and we—will be facing what McKinsey predicts will be five dominant forces driving economic change over the next 10 years: the changing face of the consumer; geopolitical power shifts; the rise of the sharing economy; the prevalence of connected mobile devices; and business shifts such as increased direct-to-consumer models.

At the same time in the United States, we'll see baby boomers retiring, likely counseled by millennials and Gen Xers.

This session looks ahead to probable scenarios rising from the decade-defining convergence and the customer profiles these generate. Gain thought-provoking insights that will set the table for the key themes of this year's Chief Executive Summit: future-proofing for long-term growth.

Neil Howe | Futurist, Historian, Economist

1:30 – 2:30 PM | COMPETITIVE ALTERNATIVES TO SENIOR LIVING

Senior living as a housing choice for those 75 or older has remained at 10% penetration for the past 10 years. How does the current senior living business model compete against home care services, 55+ living, health systems and insurers entering the senior living space? How has the sharing economy's services sector made it easier for seniors to stay in their own homes?

Engage in a provocative discussion with leaders from these sectors to learn how they view the market, and decide for yourself if your future-proofing strategy should directly address these competitive alternatives to senior living.

Moderator: Margaret Wylde, PhD, President and CEO, ProMatura Group, LLC

Panelists: Wendi Burkhardt, CEO and Co-Founder, Silvernest
Colin Marshall, President, Quadrum Senior Living Management
Danny Stricker, President, Post-Acute Services, Ascension



SILVER PAC TRUSTEE & SILVER CIRCLE DINNER

Wednesday, October 16, 2019, 6:00 – 9:30 PM

The Beach House at The Ritz-Carlton, Naples

The annual Silver PAC Trustee & Silver Circle Dinner recognizes the support of Silver PAC contributors. Invitation-only to those who donated \$3,000+ in 2019. RSVP required.

Sponsored by



Featuring an economic
outlook presented by
Neil Howe

SILVER PAC CONTRIBUTORS

Silver Circle (\$5,000)

Brenda Bacon, Brandywine Living
James Balda, Argentum
Matt Buchanan, Legend Senior Living
Tim Buchanan, Legend Senior Living
Jack Callison, Enlivant
Michelle Egerer, Silverado Senior Living
David Eskenazy, Merrill Gardens
Tom Grape, Benchmark
Collette Gray, Integral Senior Living
Daniel Guill, Enlivant
Judd Harper, Arbor Company
Genevieve Hillis, Direct Supply
Robert Hillis, Direct Supply
Brad Klitsch, Direct Supply
Morei Lingle, Merrill Gardens
Chris Mahen, Legend Senior Living
Bryan McCaleb, Sagora Senior Living
Walter Mischer, BVP Mischer, LLC
William Pettit, Merrill Gardens
David Pratt, Sunrise Senior Living
Randy Richardson, Vi
Michael Rodis, Sunrise Senior Living
Stephen Russell, Legend Senior Living
Loren Shook, Silverado Senior Living
Douglas Spear, Merrill Gardens
Donald Thompson, Senior Living Communities Inc.
Charlie Trefzger, Affinity Living Group
Chris Wettig, Legend Senior Living
Patricia Will, Belmont Senior Living
Chris Winkle, Sunrise Senior Living
Charles Wright, Merrill Gardens

Trustee Circle (\$3,000-\$4,999)

Rita Altman, Sunrise Senior Living
Scott Brinker, HCP Inc.
Tara Cope, Vi
John Damgaard, MatrixCare
Jon DeLuca, Senior Lifestyle
Vanessa Forsythe, Sunrise Senior Living
Chuck Herman, Greenleaf Energy Solutions
Kai Hsiao, Eclipse Senior Living
Chris Hyatt, New Perspective Senior Living
Mark Jesse, Atria Senior Living
Douglas Kimple, Legend Senior Living
Bob Kramer, NIC
G. Michael Leader, Country Meadows
Marla Lopeman, Legend Senior Living
Jesse Marinko, Phoenix Senior Living
Eric Mendelsohn, NHI REIT
Kelly Myers, Sunrise Senior Living
Joel Nelson, LCS
Ryan Novaczyk, New Perspective
Todd Novaczyk, New Perspective
Mary Sue Patchett, Brookdale
Katherine Potter, Five Star Senior Living
Derrek Schartz, Legend Senior Living
William Sciortino, Discovery Senior Living
Jeffery Slichta, Sunrise Senior Living
Gary Smith, Vi
Maggie Smith, Benchmark
Gwen Thibault, Legend Senior Living
Debi Thomas, Legend Senior Living
Dale Watchowski, OnShift, Inc.
Mark Woodka, OnShift
Michael Zusman, Kwalu

It's Time to Renew Your Membership!

Extend your support and staff benefits through 2020!

With Argentum membership, all of your company employees have access to benefits such as industry research and initiatives, best practices, and toolkits; discounts to educational events and programs; and access to public policy experts, and more! Plus, Premier Membership allows your executives to grow their industry relationships and participate in member-driven committees to advance the industry.

We ask for your continued support and hope you plan to renew your commitment to the industry through membership with Argentum!

Renew Your Membership at [argentum.org/membership](https://www.argentum.org/membership)



Contact Argentum to Learn More

Brad Williams
VP, Membership & Events
(571) 527-2625
bwilliams@argentum.org

YOUR MEMBER SUPPORT DRIVES ARGENTUM INITIATIVES

SENIOR LIVING IQ

Argentum's Senior Living IQ initiative is focused on supporting the ongoing investment in quality of life and quality of care for residents of senior living communities. [seniorlivingiq.org](https://www.seniorlivingiq.org)

SENIOR LIVING WORKS

Senior Living Works is Argentum's response to the recruitment and retention challenges facing the industry. Argentum and its members are getting the word out that senior living offers a rewarding and fulfilling career. [seniorliving.works](https://www.seniorliving.works)

SENIOR LIVING IMPACT

The Senior Living Impact initiative was born from the need to share the story of senior living's far-reaching impact at both the federal and state levels. This data can serve as a framework for critical conversations with a spectrum of stakeholders including policymakers and media. [seniorlivingimpact.org](https://www.seniorlivingimpact.org)

WOMEN IN LEADERSHIP

Argentum's Women in Leadership initiative is designed to celebrate the contributions women have made to the senior living industry and create a pathway to the future by forming opportunities for more women to attain leadership and executive-level positions. [argentum.org/wil](https://www.argentum.org/wil)

PROFESSIONAL CERTIFICATION & TRAINING

Argentum is dedicated to providing the tools and resources to help those working across senior living reach their professional development goals, including:

- Certified Director of Assisted Living Credential [slccertification.org](https://www.slccertification.org)
- Senior Living Sales Counselor Certificate [argentum.org/salescounselor](https://www.argentum.org/salescounselor)
- ServSafe™ Discount Program [argentum.org/servsafe](https://www.argentum.org/servsafe)

SESSION DETAILS | THURSDAY, OCTOBER 17

8:00 - 9:00 AM | TOWN HALL BREAKFAST: THE FACTS ABOUT ARGENTUM'S STANDARDS INITIATIVE

Much has been written and said about Argentum's standard initiative over the past several years, including whether or not the industry should have standards. In our view, the most important question industry operators should be asking is, which standards should the industry plan to adopt, and why?

Join us for a breakfast discussion about where we are with this initiative and learn more about the impact of self-regulation and how it advances an industry's reputation. Learn how you can engage with Argentum on these mission-critical initiatives, and ask questions in a candid, free-flowing dialogue.

Presenters:

James Balda, President and CEO, Argentum
Jerald A. Jacobs, Partner, Pillsbury Law Firm

9:00 – 10:15 AM | EVOLVING THE SENIOR LIVING BUSINESS MODEL

Many baby boomers see senior living as a have-to, not a want-to. A recent LeadingAge poll indicated 60% of baby boomers would prefer to stay in their homes as they age, but that number drops to 29% when asked their preference if they had dementia or needed help with daily living.

They said the obstacle was affordability. New technologies and the growth of centralized care and services also make it easier to age in place.

How do we make senior living a positive choice? Some find the answer in new growth strategies such as multi-brand; others in new technologies; others in new concepts, such as multi-generational and mixed-use.

Dan Hutson, a long-time senior housing strategist and trusted industry insider, will speak for your future customer, followed by a reactor panel of industry leaders already making moves to evolve the senior living business model.

Presenter: Dan Hutson | Strategist and Innovator

CEO Reactor Panel Discussion:

Moderator: Margaret Wylde, PhD, President and CEO, ProMatura Group, LLC
Kai Hsiao, CEO, Eclipse Senior Living
Richard J. Hutchinson, CEO, Discovery Senior Living
Mercedes Kerr, President, Belmont Village Senior Living
Charlie E. Trefzger, CEO, Affinity Living Group

SESSION DETAILS | THURSDAY, OCTOBER 17

10:30 – 11:45 AM | GET ADAPTIVE: UNDERSTANDING AND EXTENDING THE WORKFORCE CONCEPTS THAT WILL SHAPE THE NEXT DECADE

The senior living industry must recruit 1.4 million workers by 2025. In the current labor market, unemployment is at an all-time low. Demand for an adaptive workforce has never been higher.

Some exemplary companies have figured out how to work the workforce paradox. They have low turnover rates and highly engaged employees.

Ernst & Young representatives will co-present this illuminating talk where you'll gain understanding of how new approaches, concepts, and ideas are helping other industries build a future-facing workforce, followed by a reactor panel of industry leaders who will engage the group in a discussion on lessons learned and how they can be applied in your company.

Co-Presenters: George Brooks, Americas Leader of People Advisory Services, Ernst & Young LLP (EY)
Dan Black, Global Recruiting Leader, Ernst & Young LLP (EY)

CEO Reactor Panel Discussion:

Moderator: George Brooks, Americas Leader of People Advisory Services, Ernst & Young LLP (EY)
Robert G. Kramer, Founder & Strategic Advisor, National Investment Center for Seniors Housing & Care (NIC)
Kim Lody, President and CEO, Capital Senior Living
Wendy Nowokunski, President, Northbridge Companies
Douglas Schiffer, President and COO, Allegro Senior Living

12:00 – 1:30 PM | CLOSING KEYNOTE: HELMING SUCCESSFUL DISRUPTION

Disruption is supposed to lead to something better for everyone - including the companies and businesses that get disrupted. But leaders are worried. Businesses are being disrupted at an ever increasing pace and technological advances are converging to create unprecedented dislocation. In this fast-paced and candid talk, serial disruptor Terry Jones reviews the top 10 technical forces of disruption and what you can do about it. You'll learn about the new business models that are created from disruption, how startups are shedding old concepts to create simple models, and how to "own the edge" in your industry. Terry will be taking questions from the audience at the conclusion of his talk.

Terry Jones | Founder, Former President & CEO, Travelocity; Founder & Chairman, KAYAK

SAVE THE DATE

2020 Argentum Public Policy Institute & Fly-In

The annual Argentum Public Policy Institute & Fly-In allows for industry professionals to discuss issues and solutions to the most important legislative and regulatory challenges at the state and federal levels, and advocate for critical senior living issues on Capitol Hill.

JOIN US IN WASHINGTON, DC

MARCH 17-18, 2020



MEET THE KEYNOTE SPEAKER

Jim VandeHei

Co-founder & CEO of Axios

Co-founder & former CEO of POLITICO

Learn more at argentum.org/ppi

This event is a complimentary benefit of membership.



SPEAKER BIOS



Dan Black

Global Recruiting Leader, Ernst & Young LLP (EY)

Dan is the Global Recruiting Leader at EY, responsible for talent acquisition and recruitment of professionals at all levels

across the firm's 5 lines of business around the world. Prior to his current role, Dan was the EY Americas Director of Recruiting. Before joining recruiting, Dan started his more than 20-year career at EY serving as a certified public accountant and assurance services professional for financial services clients of Ernst & Young LLP.



George Brooks

Global Deputy - People Advisory Services, Ernst & Young LLP (EY)

George is the Deputy Global Leader of People Advisory Services for Ernst & Young LLP (EY) and leads a world class

team of over 10,000 professionals serving clients around the world. He led the transformation of EY's People Advisory Services business model into a vastly modernized, more robust and technologically savvy advisory services practice. George is a leading voice, keynote speaker, and advisor on the impact of digital trends and other changes in the modern workplace and how individuals, teams, and organizations can adapt to a more digital way of work and serving customers.



Wendi Burkhardt

CEO and Co-Founder, Silvernest

As CEO of Silvernest, Wendi, is responsible for driving the company's overall direction and strategic growth, as well as overseeing day-to-day operations.

She boasts more than 25 years of technology experience working with venture startups, emerging technology companies, rapid-growth tech firms and

Fortune 500 corporations. Her history also includes working with Home Instead, a \$1 billion in-home, senior care corporation. She is a seasoned entrepreneur, as well as a mentor and coach to social ventures.



Neil Howe

Author, Historian, Economist

A historian, economist, and demographer, Neil is a founding partner of the consulting firm LifeCourse Associates. He is a marketing, personnel, and

government affairs consultant to corporate and nonprofit clients and a recognized authority on global aging, long-term fiscal policy, and migration. He has coauthored several books on generations with William Strauss, with whom he coined the term "Millennial Generation." Howe grew up in California, received his B.A. at U.C. Berkeley, studied abroad in France and Germany, and later earned graduate degrees in economics (M.A., 1978) and history (M.Phil., 1979) from Yale University.



Kai Hsiao

CEO, Eclipse Senior Living

Kai is CEO of Eclipse Senior Living, a national operator with 80+ IL/AL/MC communities located in 21 states. Prior to

Eclipse, Kai was Senior Managing Director - Senior Housing Properties at HCP Inc. Prior to that, he was President and CEO of Holiday Retirement after holding several leadership positions, including overseeing operations, field support functions, acquisitions and new business strategy. Kai has also worked at retail REIT Macerich and Canyon Ranch, the world-renowned spa. He graduated with a Bachelor of Arts in communications from the University of Arizona.

SPEAKER BIOS



Richard J. Hutchinson
CEO, Discovery Senior Living

Richard is the founder and CEO of Discovery Senior Living; a family of companies which include: Discovery Management Group, Discovery Development Group,

Discovery Design Concepts, Discovery Marketing Group and Discovery At Home, a Medicare-certified home healthcare company. Discovery Senior Living currently has in excess of 9,500 units in operation or under development throughout the Midwest, Mid-Atlantic, and Southern United States. Prior to joining Discovery, Richard served as CFO for Aston Care Systems, Inc. He is married with two sons and served in the U.S. Army from 1986 to 1994 including a tour during Desert Storm. He graduated Summa Cum Laude from St. Leo College earning a bachelor's degree in accounting.



Dan Hutson
Strategist and Innovator

Dan has more than 30 years of experience in helping nonprofit organization, educational institutions and corporations meet their strategic

planning, marketing and communication needs. He most recently served as chief strategy officer for HumanGood, the country's sixth-largest nonprofit provider of senior housing and services. As CSO, he was responsible for strategic planning, sales and marketing, corporate communications, innovation and experience design. Dan's communications and marketing programs have been honored by the National Mature Media Awards, Content Marketing Awards, EXCEL Awards, and Healthcare Marketing IMPACT Awards, among others.



Jerald A. Jacobs
Partner, Pillsbury Law Firm

Jerry Jacobs is a partner with the Pillsbury law firm in Washington, DC and head of the firm's Nonprofit Organizations Practice representing over 100

trade associations and professional societies. He has written a dozen books on nonprofit corporation law and is General Counsel to the "association of associations," the American Society of Association Executives. He is often described as the "Dean" of nonprofit organization lawyers in the U.S. Jerry and his firm are longtime outside legal counsel to Argentum.



Terry Jones
Founder, Former President & CEO, Travelocity; Founder & Chairman, KAYAK

Terry Jones spent 24 years at American Airlines, capping his career as CIO of its

SABRE division. There, he led a team that launched Travelocity.com and served as its CEO for seven years. Jones later became part of the founding team at Kayak.com, serving as its chairman until the company was sold to Priceline in 2013. Today, he serves as the chairman of WayBlazer and managing principal of ON Inc.



Mercedes Kerr
President, Belmont Village Senior Living

Mercedes is a well-recognized health care and real estate professional with 20+ years of experience in the seniors

housing sector. Prior to joining Belmont Village as president in 2019, she was executive vice president of Business Development at Welltower, Inc., where she worked for more than a decade to establish enduring

SPEAKER BIOS

healthcare partnerships to build innovative, wellness-focused care delivery. Prior to that, Mercedes was vice president of acquisitions at HCP, Inc. for nearly 10 years. She has served on the boards of leading national and state organizations dedicated to setting policy and standards for seniors housing and care. Mercedes graduated with honors from the Universidad Autonoma de Guadalajara and holds a Master of Real Estate Development degree from the University of Southern California.



Robert G. Kramer
*Founder & Strategic Advisor,
National Investment Center for
Seniors Housing & Care (NIC)*

Bob is the founder and strategic advisor at the National Investment Center for Seniors Housing and Care (NIC). He founded NIC in 1991 in response to the need he saw to attract capital into the seniors housing sector. Bob was a driving force in development of the NIC MAP Data Service, which provides 13 years of time-series data on the critical metrics needed for informed investment in seniors housing and care. Bob speaks extensively to groups in the seniors housing, commercial real estate and healthcare sectors to drive thinking, education and interest in the sector.



Kimberly Lody
*President and CEO, Capital
Senior Living*

Kimberly is president, CEO, and director at Capital Senior Living, with 128 in operation across 23 states. Seasoned, strategic executive with a 25-year leadership career, Kimberly was appointed to this role in January 2019, and oversees strategy and day-to-day operations of the Company. Kimberly brings to Capital Senior Living decades of experience in multi-site healthcare strategy, marketing, sales, and operational management, where she held several key

management roles. Most recently, she was president of GN Hearing North America, a global leader in hearing care solutions for the medical, professional and consumer markets.



Colin Marshall
*President, Quadrum Senior Living
Management*

Colin currently serves as the president of Senior Living Management for Quadrum, responsible for the development and active management of Quadrum's Senior and Long Term Care division. He has served in a variety of roles, spanning from vice president of operations to principal/owner of a healthcare and long-term care consulting company. Colin received his bachelor's degree in psychology from Florida International University and also has an advanced diploma in zoology, botany, and chemistry from Cambridge University.



Wendy Nowokunski
*President and Co-Owner,
Northbridge Companies*

Wendy is the co-founder and president of New England-based Northbridge Companies. Wendy was recently named to The Commonwealth Institute's 2017 & 2018 Top 100 Women-Led Businesses. Wendy is also co-founder and board member of the One Angel Foundation, a nonprofit dedicated to making a difference in underprivileged children's lives worldwide by providing resources to stabilize housing, water, educational, and health needs, one community at a time.

SPEAKER BIOS



Douglas Schiffer
President and COO, Allegro Senior Living

With more than 30 years of experience in commercial real estate, Douglas is vice-chairman of the American Seniors Housing

Association and on the Senior Housing Council of the Urban Land Institute. He was a developer of new senior housing properties before transitioning to his present role, where he is responsible for asset management of the company portfolio, the direction of the property management team, and implementing the company's strategic plan. Douglas was previously an executive officer at Love Funding Corporation focused on senior housing finance. He holds a Bachelor of Arts from Tulane University.



Danny Stricker
President, Post-Acute Services, Ascension

As president of the newly created Ascension Post-Acute Services, Danny oversees post-acute services including

independent living, assisted living, memory care, skilled nursing, short-term rehab, and PACE (Program of All-Inclusive Care for the Elderly) within the Ascension Living portfolio. Prior to this role, Danny served as COO of Ascension Living, and his early career included skilled nursing home administration with Communicare Health Services, and the Alexian Brothers Health System (currently known as AMITA). He earned a bachelor's degree in business administration from William Jewell College, and a master's degree in health administration from Lindenwood University.



Charles "Charlie" E. Trefzger, Jr.
Founder, President and CEO of Affinity Living Group

Affinity Living Group is headquartered in Hickory, NC, Affinity provides assisted living and memory care services to

residents throughout the Southeast. Trefzger has served for twenty years on the Executive Board of the North Carolina Senior Living Association and serves on the National Board of Directors of Argentum. Trefzger holds a Bachelor of Science in Business Administration degree from Virginia Commonwealth University, and a Juris Doctor degree from Wake Forest University. A licensed North Carolina attorney, he also serves as Chairman of the Board of Visitors for the Wake Forest University School of Law and helped create the Wake Forest School of Law Center for Health Law and Policy. Married with three children, he resides in Hickory, NC.



Margaret Wylde, PhD
President and CEO, ProMatura Group, LLC

Margaret A. Wylde, PhD, is the founder and CEO of ProMatura Group and ProMatura International, two industry-

leading research firms in age-qualified housing. A passionate, feisty, and direct industry expert, Wylde is a sought-after international speaker and media source. She is quoted in prominent newspapers, and keynoted speeches in France, UK, Japan, Australia, Mexico, Denmark, and Canada. She has authored five books and written dozens of research reports. Wylde serves on the executive board of ASHA and has received the Icon of the Industry Award from NAHB. Within ULI she served on the America's Executive Committee as a governing trustee, and chaired two product Councils.