

SENIOR LIVING IN 2030:

WHAT MIGHT THE FUTURE OF SENIOR HOUSING LOOK LIKE?



SENIOR LIVING
INNOVATION FORUM

FITTER, WISER AND READY FOR THE NEXT CHALLENGE

Pretending to have all the answers to the future of senior living is a recipe for disaster. In the words of the outspoken **Lori Alford**, COO of Avanti Senior Living, “If I knew all the answers...I’d be a bazillionaire.” With that honest assessment in mind, we invited six senior living executives to share their insights on the future of their industry.

What will Senior Living look like in 15 years, roughly 2030—the year the first Baby Boomers (born after 1946) start hitting their mid-80s?

We covered a variety of topics, including the ongoing need for affordable middle-income housing, the challenges of recruitment, nutrition/exercise, activities/continuing education, improved record-keeping, and the increasing role technology will play in the lives of seniors. We also touched on the possibilities of intergenerational communities and a world where seniors could continue to work and volunteer into their 80s. We asked these 6 industry leaders to share their concerns about senior living and their vision for the future:*

LORI ALFORD

Before launching Avanti in 2013, Lori served as COO of one of the largest assisted living providers where she was responsible for 32 communities across 10 states.

JOHN COCHRANE

President & CEO of Human Good (formerly Cornerstone Affiliates), the parent company of non-profit senior living companies American Baptist Homes of the West, be.group and Beacon Communities, Inc.

CHRIS GUAY

President & CEO of Vitality Senior Living. He founded Vitality after serving as Northeast Division President at Brookdale, where he oversaw 275 communities across 18 states.

LYNNE KATZMANN

Founder and President of Juniper Communities. With 18 communities across four states, her organization is known for resident- centered, personalized care.

JERAMY RAGSDALE

Founder and Principal of Thrive Senior Living. In addition to Thrive, Jeremy owns multiple senior housing development and holding companies, including Outer Marker Properties, MRA Ventures, and Columbia Real Estate Holdings.

CHARLES TURNER

President of LifeWell Senior Living, which is rapidly developing communities across Texas, New Mexico and Florida, emphasizing physical, mental, and spiritual well being.

Each balances a cautiously optimistic viewpoint with a few deeper worries and (almost) utopian dreams about the possibilities open to seniors in 2030, 2040 and beyond.

Filling the needs/demands of the middle market and recruiting strong employees are two of the industry's most significant challenges in 2017 and will continue to be for the next 15-25 years. We'll discuss these issues first and then move on to other topics, including technology, exercise, nutrition and the future of senior living from a more comprehensive perspective.

THE UNDER-SERVED 70%

Our leaders agree one of the challenges for 2030, 2040 and beyond will continue to be creating affordable, middle-income senior housing that provides quality care and living accommodations.

"The difference is your margin. Everybody is going after the high-end clients," Katzmman says. "That's where the market is: high-end and low-end (with government reimbursement). Then there is a big gap in the middle with people who have worked hard all their lives, but can't necessarily pay what it costs to live in assisted living. We have to figure out a cheaper way of building housing and we need to use technology to not eliminate the caregiving staff, but to reduce the costs associated with it."

Retiring Boomers, Guay says, will be well informed, want every "bell and whistle," but will still want to haggle over price. "They'll demand more and want different things, but won't be willing to pay for it," he says. "We have a customer base that is living longer than they prepared for and we must create a model with flexible pricing."

High-end providers like Vitality are serving the top 10% of the population. The challenge is to reach down and develop housing affordable for the remaining 90% or to develop even more refined, amenity-rich communities and become the "Audi or BMW of the industry."

"Supply is terrifically constrained in part due to government funding," says Cochrane. His team is working with a Los Angeles-based design firm to develop a more affordable prototype community.

"We're in the process of looking at the research. We will design a prototype well before 2030," he says. "This is also a huge opportunity."



RETIRING BOOMERS WILL BE WELL INFORMED, WANT EVERY 'BELL AND WHISTLE,' BUT WILL STILL WANT TO HAGGLE OVER PRICE. THEY'LL DEMAND MORE AND WANT DIFFERENT THINGS, BUT WON'T BE WILLING TO PAY FOR IT." - CHRIS GUAY





THE RECRUITMENT CHALLENGE — NOW & FOREVER?

Attracting concerned, attentive employees to senior living was, is and (may) always be a challenge. The pay scale is low and working conditions often poor. Our leaders agree that a fresh approach is needed—one that includes better pay, benefits, flexibility, a more cheerful working environment and the possibility for advancement.

They envision senior living communities where high school graduates can enter the workforce, continue their education and build careers, while healthcare professionals in the later stages of their careers (even those well into their 60s) can continue working part-time.

“What we have to do as employers is to radically rethink the workplace to accommodate a wider variety of talent,” Cochrane says. This will include Millennials, Generation Y and Baby Boomers who want to remain in the workforce. “People may want to stay in the workplace, but take a month off. Right now we’re not programmed to accommodate that, but to accommodate the older worker we’re going to have to change.” Flexibility in hours and vacation time will be essential to build the strongest senior living workforce possible.”

“MILLENNIALS HAVE A BAD REPUTATION FOR WORK, BUT THEY’RE TERRIFICALLY HARD-WORKING PEOPLE. THEY JUST WANT A HIGHER DEGREE OF FLEXIBILITY.”

Guay emphasizes the importance of recruiting from colleges and technical schools that offer hospitality tracks, better training of new employees, comprehensive onboarding and creating enticing career paths for employees beyond the executive track. “We also need to make it so that new employees can come out of high school, work in our business, and continue their education while pursuing their careers in senior living.”

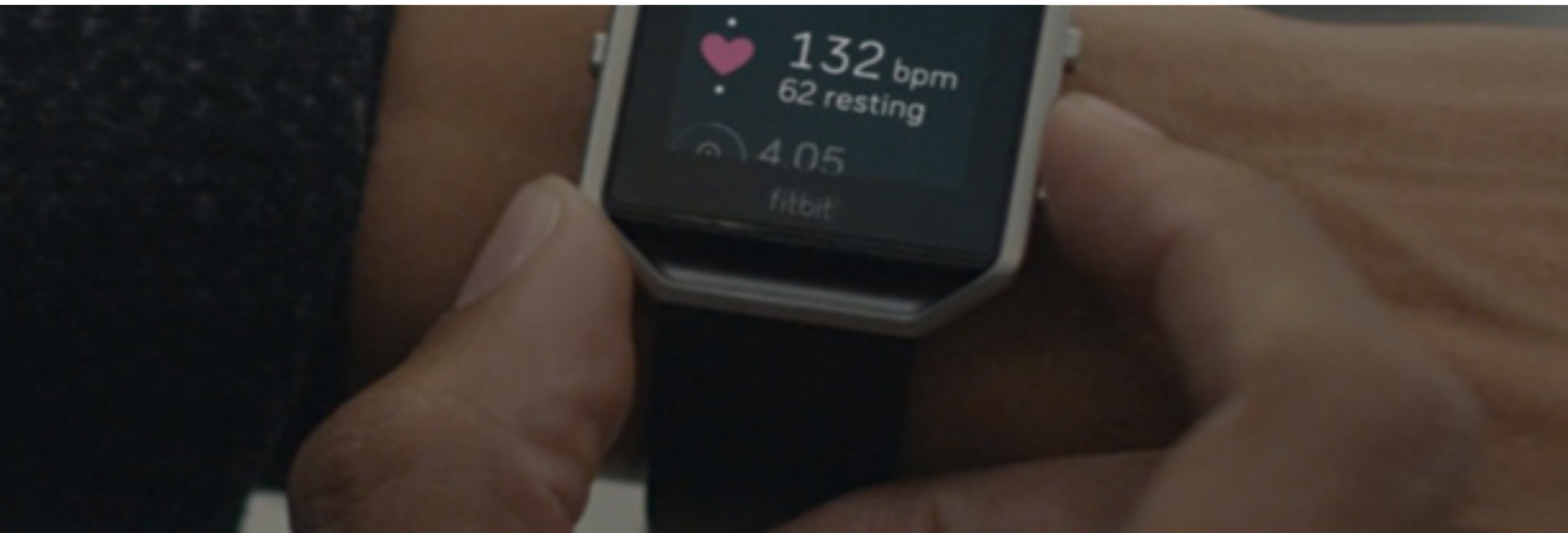
Avanti is developing a long-term recruitment initiative for the next 15 years. “Millennials are coming into our talent pool. Their requirements are very different and we have to adjust the way we articulate our values and mission,” Alford says. “We’re going to have to transition from a hierarchy to a flatline teamwork collaboration.”

She believes Avanti’s design and approach makes their communities more appealing to younger employees. “Our buildings are modeled after boutique hotels. Our team lounges are like the common areas at Google, with ping-pong tables, dartboards, charging stations and whiteboards,” she says. “We welcome the big open environment feel as opposed to a sterile room.”

TECHNOLOGY

will play an important role in recruiting younger employees to senior living. Generation Y doesn't want to work with paper, says Guay, using an example from his own life. "My daughter is 15 and wants to be a nurse. Looking forward, she will do most of her schooling electronically. Even now, very rarely does she touch (an actual) book," he says.

"When she comes out of nursing school, how will I be able to attract her and promising candidates like her to a senior housing or senior living industry where she'll have to deal with tons of paper. We are asking a smart, young, tech-savvy person to come into a universe that's foreign to them."



TIGHTER BORDERS MEAN A SHRINKING WORKFORCE

Katzmann anticipates an employment crisis stemming in part from tightening immigration policies.

"That's a huge, growing issue and much of the problem lies in immigration restrictions. A lot of our caregivers are female immigrants or first generation Americans. If you cut off immigration to the US, you cut off a source of labor."

We need to think about disrupting our industry. We need to court and bring up the next generation of individuals," she says, emphasizing that while "senior housing isn't sexy," it does offer jobs that make a positive difference, a strong selling point for purpose-driven Millennials.

“MILLENNIALS ARE FOCUS DRIVEN. THEY WANT TO DO SOMETHING MEANINGFUL. SO WE'RE SITTING ON A GOLD MINE. IT'S NOT THE HIGHEST PAID WAY TO MAKE A LIVING, BUT THERE'S NO DOUBT YOU'RE MAKING AN IMPACT.”
- JERAMY RAGSDALE

THE TECH EFFECT ON STAFFING

Ragsdale emphasizes that technology is facilitating the recruitment and training process, especially when targeting workers from other industries. Apps will keep new hires on schedule, prompting them when it's time to complete a specific task, from checking to make sure memory care residents are safe to changing linens.

By reducing the need for strength-based manual labor, Technology will also allow older workers to enter the senior living workforce or stay on the job longer. In some cases, 65-year-olds will be helping care for 85-year-olds.

Finally, a big part of the 2030 recruitment challenge is basic messaging. In many ways, Millennials are more optimistic and less jaded, than today's middle-aged workforce was at their age. To capture their imagination, the seniors housing industry needs to appeal to their better angels. "Semantics is crucial," says Ragsdale.

Admittedly, not many high school students dream about "getting a job in a nursing home" after graduation, but when senior living jobs are presented in a more positive manner, enthusiasm rises. "That's why we've reinvented the names of our buildings and created job titles that better describe what employees do," he says.



WHAT TECH CAN & CAN'T DO

Though they disagree to some extent on the overall impact it will have, all of our leaders believe technology will play an increasingly significant role in many aspects of everyone's life, including seniors, in 2030 and beyond. Up until now, Senior Living has been slow to incorporate new technology, says Guay.

However, from Alexa, Siri and wearables to immense data collection systems that are revolutionizing medical record keeping, Tech is reshaping senior living in countless ways and this trend will accelerate in the coming 15 years.

It's not, however, a panacea, our experts agree.

“THE COMMON SCHOOL OF THOUGHT IS THAT SENIORS ARE AFRAID OF TECHNOLOGY, BUT RIGHT NOW THE LARGEST GROUP OF TECH ADOPTERS ARE PEOPLE OVER 65.”

Over the next few decades, basic \$200 tech devices will help seniors live at home longer, Guay believes. “The common school of thought is that seniors are afraid of technology, but right now the largest group of tech adopters are people over 65.” He welcomes the independence provided by these affordable devices. “They're particularly useful for otherwise healthy individuals in the early stages of dementia or Alzheimer's.”

Ragsdale sees a similar trend. “There's a big thrust in using technology to extend a senior's ability to live at home longer and I do think there will be some success there,” he says. “Technology is a fantastic aid when it comes to medication management, reminding seniors which medications to take and when. However, some of the core things – good food, socialization and a sense of purpose can't be replicated through technology.”

Turner is working on a wearable, scheduled to roll out this year. “Every resident will have this device on their wrist. Similar to a Fitbit and a Garmin, but with more bells and whistles,” he says. “Our wearable device will tell you how long someone has been sedentary, or how long a resident interacts with us.”



ON THE RECORD(S)

Katzmann sees ‘Internet of Things’ (IoT) playing an essential role in 15 years by allowing providers a way to collect enormous amounts of data. “In my mind ‘tech’ means data and the ability to use information to determine the best intervention and improve quality of life,” she says. “We’ll be able to analyze patterns. We won’t be right 100% of the time, but we’ll be a lot closer. The more data we have and the more we collect, the easier it will be to understand what we need to do to keep people healthy.”

Ahead of the curve, over a decade ago Juniper introduced an electronic operating system for all their communities, which today allows them to produce real-time records. These records are available every time one of their residents goes to a different provider. “The hospitals we’ve worked with have been thrilled because they can make cost-effective decisions.”



By 2030, she sees Juniper’s approach becoming the norm. “In 15 years or sooner, care will be site agnostic. Hospitals will be used far less and patients will use the least restrictive, lowest cost environment that is appropriate to receive care. For example, I recently had a total hip replacement that was done in an outpatient surgery center. That may be an exception now, but it won’t be in 15 years.

Similarly, a skilled rehab stay can be a cost effective and appropriate alternative to an inpatient rehabilitation stay. And assisted living with integrated care services, notably primary care, will be the place where complex chronic conditions can be managed. Our recent research indicates that seniors housing with its supportive services integrated with clinical ancillary services is an excellent setting for good care, a high quality customer experience, and of course, lower utilization of high cost services. Essentially, we keep people healthier to save money and improve their quality of life.”

By 2030, Alford believes electronic healthcare records will be universally accessible to seniors, their families, hospitals, and pharmacies, as well as their PT and OT therapists. “People will be able to see what’s going on with a 360-degree view—a 360 view will be the norm.”

However, she disagrees with futurists who predict that tech will fill all senior needs, from caregiving to companionship. “I don’t see robots replacing hands-on care, but I do see tech becoming part of the care collaboration. I’m not sure about utilizing them as companions,” Alford says, echoing Ragsdale’s opinion that these devices are perfect as a way to remind seniors to take their medications.



IN MY MIND ‘TECH’ MEANS DATA AND THE ABILITY TO USE INFORMATION TO DETERMINE THE BEST INTERVENTION AND IMPROVE QUALITY OF LIFE, WE’LL BE ABLE TO ANALYZE PATTERNS. WE WON’T BE RIGHT 100% OF THE TIME, BUT WE’LL BE A LOT CLOSER.”

- LYNNE KATZMANN



WHAT TO DO WITH AN EXTRA 40 YEARS?

Coming from the non-profit sphere, Cochrane believes senior living needs to look beyond the essentials of basic caregiving and take a more comprehensive approach to creating a lifestyle for older people.

“Most of the tech we’re seeing today is related to care delivery. It’s entirely healthcare oriented. There’s still enormous untapped potential. What I don’t see yet is an onsite application to allow people to curate the life they’re looking for. If you’re looking to people living until they’re 90 or 100. What do we do with these 30 to 40 years?” he asks.

How will tech deliver a big, wonderful life? Cochrane sees a number of trends:



MORE TRAVEL. While the image of seniors “living on cruise ships” isn’t always off base, by 2030 he sees more able-bodied seniors continuing to pursue active, educational travel options.



MORE COLLEGE-STYLE CLASSES targeting seniors and offered onsite in senior living communities.



WORK AND EXTENSIVE VOLUNTEERING. Seniors, even those in senior housing, continuing to work or volunteer part-time into their 80s. To that end, he sees communities incorporating offices, work sharing spaces and even career centers within their facilities.

“More seniors will enjoy part-time work and active volunteer lives. Reasonably healthy people in their 70s through their 90s are going to continue working,” Cochrane says. “Some will do it out of financial necessity but for others it will be to give their lives a greater sense of purpose.”

At some of Cochrane’s facilities, this future trend is happening today. “We see people like this in our communities now, accountants and lawyers who are still going to their offices,” he says. “People are looking to feel useful, connected and stimulated.” Cochrane cites a man in his 80s, a serial entrepreneur working on his seventh business. “He wants to create an IPO in five years.”

Cochrane adds, “Seniors want to stay connected and stay involved. And you don’t need to work six days a week to be valuable to a company. 75-year-olds have wisdom. Why we’re letting the best intellectual resources in the country sit on the sidelines is beyond me.”

A NEW FRONTIER OF FRESH FOOD

Among affluent seniors, the age-old image of dining options dominated by soggy vegetables and under-seasoned comfort food is a thing of the past.

The tastier, more nutritious meals enjoyed by today’s seniors will be cranked up a notch or two or three when their children enter senior living in 20 years.

In more communities, farm-to-table dining will be the norm. Retiring boomers will demand it! “If you really boil it down... what’s working for us on the marketing side is what we’re going to get utilization out of down the road (when the daughters and sons of current residents retire),” Ragsdale says.

Thrive has piloted sustainable and farm-to-table programs, but “At the end of the day, residents want great tasting food. A lot of their satisfaction comes from how their food tastes. We’ve piloted programs with farm-to-table food, but it’s very expensive to do that,” says Ragsdale. “That’s what Generations X and Y are pushing towards. We’ll definitely be seeing that by 2030 or 2040 when these generations will be retiring.”

Avanti is ahead of the curve, offering organic and consistently healthy menu options. “We have a huge push in our organization with what is on the menu and that’s going to be even more important for folks living with us in 15 years,” Alford says.

“Having healthy menu options and smoothies for example. Or being able to get a wheatgrass shot in senior living. What we’re doing today – vitamin drinks and onsite Smoothie Kings, – will be expected in senior housing within 15 years.”



Cochrane says the industry has a long way to go. “Our dining is still just a gussied up version of the old standard. I do see it changing dramatically in the years to come.” His projections include more food delivery options, ready-to-prepare meals (similar to Blue Apron) and active senior cooking classes. “I fully support these changes; they’re ones we need to make in this industry.”

MORE THAN ‘KEEPING BUSY’

Among Thrive residents, in “less sophisticated markets” Ragsdale sees demand for basic cooking demonstrations and for local politicians to come in and speak.

The more intellectually oriented residents are requesting art and art appreciation classes.

Avanti’s communities have already moved past most traditional activities, bringing in professors to lead seminars and artists to teach painting.

“That’s what seniors want today. People don’t want scrapbooking; that’s old school,” Alford says. “They don’t want BINGO; we only offer it once a week. They don’t want to just be entertained.”



MORE SENIORS WILL ENJOY PART-TIME WORK AND ACTIVE VOLUNTEER LIVES. REASONABLY HEALTHY PEOPLE IN THEIR 70S THROUGH THEIR 90S ARE GOING TO CONTINUE WORKING.”

- JOHN COCHRANE

EXERCISE — BEYOND REHAB AND STATIONARY BIKES

Seniors in Alford's facilities demand workout options and she's convinced the demand will more than double when children of the current residents move into senior living.

"Taking senior yoga or a barre class—that's going to be very important to folks living with us in 15 years," she says. "Right now we have four or five exercise classes a day, including weight training. And they're packed. That's going to be more and more prevalent and expected in the future."



Ragsdale anticipates more workout-obsessed seniors in his communities in 2030 than today. Thrive's facilities offer sophisticated Swedish-designed exercise equipment, which walks residents through their workout. "Our residents love it, but even with encouragement, actual utilization is pretty low. Sons and daughters of residents love the thought of it, but I'm not sure our current residents are buying into it," Ragsdale admits.

Larger, more extensive fitness centers and other exercise options will become a necessity in seniors housing over the next 15 to 20 years, says LifeWell's Turner. "Most senior housing is geared towards rehab and it's very difficult in the assisted living world where you need to have a staff person work with seniors. If you only have one or two machines, it's hard to have one resident work with one staffer."

His properties offer HUR exercise equipment. "Short for Helsinki University Research, the HUR system is built around the concept of exercise in the round; it's a communal exercise concept with residents encouraging each other as they go from machine to machine."

With embedded chips similar to versatile wearables used at Disneyland, they can track performance. "It will produce a graph. So our residents can see themselves getting stronger. We have cases where it's reduced their medication needs. We've had residents start out in wheelchairs because they were unstable and now they're able to use a walker or even a cane instead," Turner says.

He adds, "I hope that the world goes in that direction in next 15 to 20 years."

TAKING HEART FROM A GLOBAL PERSPECTIVE

To realize their vision of a better future for senior living in 2030, these industry leaders agree there's a lot of work to do. Honest and reflective, the Atlanta-based Ragsdale believes that on many points senior communities are "stuck in 1991."

However, he adds that when stacked up against senior care in other industrialized nations, America's model holds up surprisingly well. We're ahead of the competition, especially in the realm of high-end care, says Ragsdale, who frequently speaks at conferences in Europe and Asia.

"There's not a single market I could point to that's ahead of us," he says. "The senior care industry in other countries has grown within a government-supported system. Senior care programs are structured to fit within government reimbursement programs. The concept of a private pay senior living community is actually foreign in most places."

"There's an incredible gap in quality of senior care worldwide, based on economic and cultural barriers. We in the U.S. have the lowest cultural barriers to allow someone else to care for our parents. We really are on the cutting edge for that."



CATERING TO BOOMERS WHO WON'T BE CUBBYHOLED

Walkable, integrated, multi-use, urban and blended are all terms our industry leaders use to describe the next generation of senior living facilities. Even those in suburban settings will have more of an urban feel, with restaurants shared by college students and skilled nursing residents. Senior living will offer other amenities used by more than one section of the population.

Most agree that 2030's Baby Boomers will be looking for a residential environment that doesn't pigeonhole them into an age bracket.

"There's already pushback about living in 'nursing homes.' It's going to have to start with regulatory change. Current regulations create licensing buckets," says Ragsdale. The 2030 model may resemble Thrive's new community "The Tribute at the Glen" in Woodbridge, VA, just outside Washington. "It's much more of an urban looking product."

With four stories and underground parking, The Tribute was built in conjunction with a restaurant and a bank and even has two bars. "We're putting in amenities that you would expect to see in high-end urban hotels," he says. "It's very walkable. Residents love that there are younger people everywhere, including students and young families."

"IT'S CUTTING EDGE RIGHT NOW. IT'S WHAT THE GENERATION WE'RE SERVING WANTS. BUT (EVEN THIS) WILL BE OBSOLETE IN 15 YEARS."

Alford offers a counterpoint to the prospect of intergenerational communities. "Older people don't want to be around 20-year-olds. They love kids, but they like to be able to return them. They don't want them all the time." I don't think that's changed or going to change," she says.

"I think just 10 years from now you'll see a true silver-hair tsunami. Our model is progressive and not just the architecture and interior design. But I think what we're doing today is not necessarily what the next generation is going to want," she says.



OPTIMIZING THE 3RD STAGE

There's more to enjoying our "golden years" than food, diversion and physical comfort. As an integral part of the launch for Human Good, Cochrane crafted a "Manifesto" addressing the challenges facing seniors in the coming decades. We'd like to conclude this look at Senior Living 2030 with a few highlights from this thoughtful piece.

"You may not know it, but we're living in the midst of a revolution. America and the world are growing older. With older Americans soon to outnumber their children, we're seeing vast opportunities and great challenges as we seek to help older adults continue to live with meaning and purpose," writes Cochrane.

"With greater longevity—often with extended periods of physical and mental health—that "short period of retirement" has lengthened into decades. Educational levels exceed those of generations past, and we enjoy a degree of affluence undreamed of not too long ago...what about an older adulthood that can stretch 30 years or more? What are the rules now? We believe there's an opportunity to live a life in which we create our finest, most authentic selves. For each of us to become what we were meant to be."



A black and white close-up photograph of an elderly man and woman. The man is on the left, looking down and slightly towards the woman. The woman is on the right, looking up at the man with a bright smile. Both have visible wrinkles and are wearing glasses. The background is dark and out of focus.

WHAT OUR PANEL ENVISIONS FOR 2030

SENIOR LIVING
INNOVATION FORUM

Members of our panel bring diverse backgrounds and combined decades of experience to their roles as senior living leaders. Their profiles, along with a bit of 2030 prognostication, are below.



LORI ALFORD
Co-Founder & COO
AVANTI SENIOR LIVING

Alford is passionate about empowering older adults with endless choices, state-of-the-art technology, sophisticated living and care and wellness that surpass the highest benchmarks. Throughout her career, she has embraced the “disruptive theory” and has explored ways to challenge the status quo in order to improve the life of seniors and workplace environment.

As one of senior living’s most respected innovators, Alford draws from nearly 20 years of experience in senior living as she forges industry-transforming practices. Her passion is focusing on the people and creating a culture of empowerment and pride. Previously, she served as COO of one of the largest assisted living companies in the industry where she was responsible for 32 communities across 10 states and an annual revenues of more than \$100M.

Lori’s 2030 Predictions:

- **Healthy Living** with wheatgrass shots, fresh fruit smoothies & barre class as the norm
- **Robots...**will NOT be helping seniors in the shower

JOHN COCHRANE
President & CEO
HUMAN GOOD



Formerly Cornerstone Affiliates, Human Good is the parent company of non-profit senior living companies American Baptist Homes of the West, be.group and Beacon Communities, Inc. Cochrane recently took the helm of the organization following a coming together between be.group and ABHOW that created the largest nonprofit senior living provider in California, and placed the company among the largest non-profit senior living providers in the nation.

While he became involved in senior living “purely by accident,” Cochrane has held senior living leadership positions for the last 10 years. With be.group, he oversaw the complete renaming and rebranding of the company and today looks forward to leading the newly formed Cornerstone Affiliates to carry out its mission.

John’s 2030 Predictions:

- **Octogenarians on the Job!** More ‘non-retirees’ in their 70s and 80s working onsite or even commuting to jobs from their homes in Senior Communities
- **Senior Education and Travel.** Opportunities that extend far beyond basic cooking classes and cruise ships
- **New Housing Prototypes** that fill the Needs of the Enormous Middle-Market Sector



CHRIS GUAY
President & CEO
VITALITY SENIOR LIVING

Guay has over 18 years of operations, management and leadership experience in the Senior Living industry. His broad background was achieved through leadership roles starting at the community level through senior executive positions with the industry's largest providers, Emeritus & Brookdale Senior Living.

Most recently, Guay served as Brookdale's Northeast Division President. He oversaw 275 communities across 18 states that served over 21,000 seniors and their families daily. He recently left that position to build Vitality Senior Living with West Partners. Guay is a pioneer in the industry and is committed to creating a company that engages residents, families and associates in successful aging.

Chris' 2030 Predictions:

- **Paperless** Senior Living work environments that appeal to Generation Z job applicants (like his teenage daughter)
- **Seniors will Eagerly Embrace Technology** that helps them remain independent

LYNNE KATZMANN
Founder & President
JUNIPER COMMUNITIES



Juniper invests in, develops and manages senior living and long term care communities. With 18 properties in four states and more than 1200 employees, Juniper has \$65 million in revenues. Celebrating its 25th Anniversary, Katzmann's company is ranked #14 by Crain's New York on its Top 50 ranking of woman-owned companies for the New York tri-state area.

Katzmann launched the business when she was 32, with six years' experience in the healthcare industry and a PhD in economics. An active leader in the social entrepreneurship movement at its beginning, she was a firm believer in the so-called double bottom line: doing well by doing good. She leads an organization known for resident-centered, personalized care. Juniper's priorities and its many award-winning innovations are consistent with her belief: "Aging and its challenges are a natural part of our life cycle. Quality of life in this third stage should be enjoyed to its fullest according to each person's choosing."

Lynne's 2030 Predictions:

- **A Shrinking Worker Pool** Thanks to Tighter Immigration Policies
- **Data, Data Everywhere!** The 'Internet of Things' will improve the care continuum and enhance quality of life
- **Integrated care services**, including primary care, will be standard in assisted living



JERAMY RAGSDALE

Founder & Principal
THRIVE SENIOR LIVING

Ragsdale is responsible for Thrive’s business development, strategic management, and oversight of the daily operations of both the development and management arms of Thrive. In addition to Thrive Senior Living, he owns multiple senior housing development and holding companies, including Outer Marker Properties, MRA Ventures, and Columbia Real Estate Holdings.

He is a frequent speaker and panelist at industry conferences and events, including engagements in the US, Asia, and Europe. Before entering the Seniors Housing industry, Ragsdale served as Vice President of Hatcher Homes Inc. and Belmont Development LLC, developing and building multiple single-family residences and lots throughout metro Atlanta, focusing on unique urban infill opportunities.

Jeremy’s 2030 Predictions:

- **Fit for Life!** Baby Boomers lining up to use the exercise equipment today’s seniors avoid
- **Communities will look more Urban** and feature bars, multiple restaurants and other amenities

CHARLES TURNER

President
LIFEWELL SENIOR LIVING



Turner brings several years of experience in medical and senior housing real estate development, financial management, strategic planning, Big 4 consulting, and operations management to his role with LifeWell, and is committed to helping seniors lead connected, active, and purposeful lives. Over the years, he has created communities that have become known for their unique and special culture. From their senior executives to their front line associates, the mission has been to ensure that residents are not simply living, but living Life Well. This is not just a throwaway mission statement; rather, it is at the core.

His company strives to ensure that residents remain connected to family, friends, each other, staff, and the community at large. While LifeWell honors the past, they look forward to what can be! This is why it places a tremendous emphasis on physical, mental, and spiritual well being. Through innovative ideas, programs, and tools, LifeWell is able to touch every aspect of our residents’ lives to help empower a life of purpose.

Charles’ 2030 Predictions:

- **Sophisticated Wearables and Artificial Intelligence** with features we haven’t dreamed of yet
- **More Fitness Equipment** designed specifically for Seniors

A RETREAT FOR SENIOR LIVING PROVIDERS THAT WANT TO DISRUPT THE STATUS QUO.

The 2018 Senior Living Innovation Forum will take place June 10-12 at The Silverado Resort & Spa, Napa Valley.

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