





**2011 Skilled Nursing Investment Forum • March 8-10, 2011 • Hyatt Regency Century Plaza Hotel**  
**What is the Future of the Skilled Nursing Sector?**

*Wednesday, March 9, 9:00 a.m. - 10:30 a.m. – Los Angeles Room*

**SPEAKER BIOS**



	<p><b>Arnold Whitman (Moderator)</b></p> <p>Formation Capital, LLC          CEO &amp; Co-Chairman          1035 Powers Place          Alpharetta, GA 30004          Phone: (770) 754-9660          Fax: (770) 754-3085          Email: awhitman@formationcapital.com  <b>Assistant:</b> Katy Warren          Email: kwarren@formationcapital.com</p>	<p>Arnold Whitman is the founder and CEO of Formation Capital, a leading equity investor in the seniors housing and healthcare services for the elderly business. Over the past 10 years, Mr. Whitman has strategically led Formation Capital in its growth and execution of over \$6 billion in transactions. Mr. Whitman is Chairman Emeritus of NIC, a current board member for the second time, and has participated in all 20 NIC conferences. His other interests in the “seniors” business include being a Principal in Primecare Properties, and a board member of Care Institute and Simple C. Mr. Whitman’s 25-year career has allowed him extensive speaking engagements both domestically and internationally. He has written and been featured in many publications including <i>National Real Estate Investor</i>, <i>McKnight’s Long Term Care News</i>, <i>SeniorCare Investor</i>, <i>Contemporary Long Term Care</i>, <i>Assisted Living Today</i>, <i>Modern Healthcare</i> and <i>Real Estate Forum</i>. Among his personal accomplishments, Mr. Whitman won a gold medal for basketball at last year’s National Senior Games and has run 44 marathons.</p>
	<p><b>Jim Carlson</b></p> <p>Oregon Health Care Association          President &amp; CEO          11740 SW 68th Parkway, Suite 250          Portland, OR 97223          Phone: (503)726-5260          Email: jcarlson@ohca.com  <b>Assistant:</b> Carol Grebin          Email: cgrebin@ohca.com</p>	<p>Mr. Carlson has worked in the health care industry for over twenty-four years and is a highly respected resource for health care organizations, policymakers, elected officials, consumers and the media. Mr. Carlson currently serves as the President and CEO of the Oregon Health Care Association (OHCA), one of the largest trade associations in the state. In this capacity he is responsible for the overall management of OHCA and its related subsidiaries, including a for-profit corporation, a political action committee and a 501(c)(3) charitable foundation. He has served as OHCA’s President and CEO since 1997. Oregon Health Care Association was recently recognized by Oregon Business Magazine as one of the "Top 100" Non-Profits in Oregon. Prior to joining OHCA in 1994, Mr. Carlson worked in government and regulatory affairs for the Oregon Medical Association. During his tenure at OMA, Mr. Carlson was actively involved in the drafting, passage and implementation of the Oregon Health Plan. In addition, he worked on state policy matters dealing with rural health, workers’ compensation, tort reform, public health, and Medicaid. Prior to OMA, Mr. Carlson worked for the United States House of Representatives as a legislative aide for a Member of Congress. Mr. Carlson is a fourth generation Oregonian and a 1982 graduate of the University of Oregon. He just completed a two-year term on the Board of Governors of the American Health Care Association and as the President of the American Society of Health Care Association Executives. In his free time, Jim is an avid snowboarder, golfer and college football fan.</p>



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	<p><b>Kathleen M. Griffin</b></p> <p>National Director, Post Acute &amp; Senior Services          Health Dimensions Group          4400 Baker Road, Suite 100          Minneapolis, MN 55343          Phone: (480) 922-9366          Fax: (763) 537-9200          Email: kathleeng@hdgi1.com  <b>Assistant:</b> Nancy Gosewisch          Email: nancyg@hdgi1.com</p>	<p>Kathleen Griffin is recognized as one of the nation’s foremost authorities in post-acute care and senior services continuums. Dr. Griffin pioneered the development of sub-acute units, rehabilitation facilities, and long-term acute care hospitals as components of integrated health systems and is considered to be one of the most prominent of our nation’s thought leaders in post-acute care and senior services as they relate to health systems and organizations. She is a nationally recognized author and lecturer on these topics. Dr. Griffin has distinguished herself in many areas of health care. In a career that spans more than 30 years, she has assisted more than 300 hospitals, health systems, and health organizations with strategic planning, feasibility studies, and development and operation of post-acute care as well as senior services care continuums. Prior to joining Health Dimensions Group, Dr. Griffin found a health care consulting company, assisting health systems and organizations in strategic planning, marketing, development, operational improvements for post-acute care (skilled nursing, home health, rehabilitation, and long-term acute care hospitals), and geriatrics/senior services programs. Dr. Griffin’s expertise and accomplishments in the areas of senior health care include: (1) Strategic and business planning for health care organizations particularly related to hospital throughput, post-acute care, and geriatric/senior services care continuums, (2) Redesigning health care delivery systems for chronic care management and home- and community-based services for hospitals, long-term care providers, and senior living communities (3) Development of and operational improvements for post-acute care and senior services programs (4) Joint ventures for long-term acute care hospitals, rehabilitation hospitals, skilled nursing facilities, and home health.</p>
	<p><b>William (Larry) Minnix, Jr.</b></p> <p>President &amp; CEO          LeadingAge          2519 Connecticut Avenue, NW          Washington, DC 20008          Phone: (202) 508-9426          Fax: (202) 220-0020          Email: lminnix@leadingage.org  <b>Assistant:</b> Lea Chambers-Johnson          Email: lchambers-johnson@leadingage.org</p>	<p>Larry Minnix is President and CEO of LeadingAge, formerly the American Association of Homes and Services for the Aging (AAHSA), a position he has held since 2001. For more than 35 years, Minnix has been a passionate advocate for leadership and innovation in not-for-profit aging services. He entered the field as an administrative intern at Wesley Woods Center of Emory University, where he went on to serve as CEO. He also served as an AAHSA board member prior to joining the association as its CEO. Minnix has translated his passion into practice as AAHSA’s CEO. During his tenure, he established the Center for Aging Services Technologies (CAST), developed programs to address important issues like workforce retention and regulatory reform, and is currently advocating for long-term care financing reform. Minnix is a frequent speaker on long-term care, quality, ethics, and public policy. He chairs the board of Generations United. Minnix was named to NonProfit Times’ 2008, 2009 and 2010 “Power and Influence Top 50” lists. Minnix received his undergraduate and doctorate degrees from Emory University and is an ordained elder in the United Methodist Church. Areas of expertise: Continuing Care Retirement Communities, Culture Change in Aging Services and Trends in Senior Living.</p>