

THE 2011 NATIONAL SKILLED
NURSING INVESTMENT FORUM

Preliminary Program



National Investment Center
For the Seniors Housing & Care Industry

A cluster of five stylized fish icons in shades of blue and white, positioned to the left of the main title.

The Future of the Skilled Nursing Sector: Strategies for Survival & Success in Fiscal Uncertainty

March 8-10, 2011
Hyatt Regency Century Plaza
Los Angeles, California

**Register Early
to Save \$200!
Rates increase
after January 19.**

Get ready to take on the challenges to ensure your survival.

The present day skilled nursing industry has come a long way, but how do you adapt to survive the current fiscal uncertainty? If you want to not only survive — but thrive — in the face of adversity, find out what other skilled nursing care providers will be hearing at the 2011 National Skilled Nursing Investment Forum hosted by NIC, March 8-10, 2011, at Century City in Los Angeles. This two day forum will show you how innovations — to your facilities, strategies, culture and thinking — can be used to attract today's customers with demonstrated quality and find the best financial partner to position your company for growth amid adversity.

From thought-provoking panel discussions featuring CEOs and industry leaders to case studies with operators and financiers sharing insider tips, you'll hear first-hand, practical examples and best practices that will prepare you to meet the challenges and take the next steps. Plus, hear opinions about the ever-changing undercurrent of federal and state funding (including Medicare, Medicaid and RUGs-IV), the philosophy and direction of legislative/regulatory changes, recent litigation and the coming cap rate divide. Other topics will include:

- Techniques for positioning your company in the post-acute continuum
- Changes and opportunities with the HUD/LEAN program
- Creative financing in a low-leverage environment
- Exit strategies for nursing home sellers and investors
- Making improvements through culture change
- How some are using short-term tactics to deal with funding cuts
- What bank insiders have to say about their current lending practices
- The evolving role of quality assessment and outcome measurement
- Using ingenuity — not money — to keep up with the times
- Who will be the winners? And the losers? And why?

The future will create opportunities for the skilled nursing provider to flourish — as long as you're willing to adapt to the changing current. Or perish — if you're unwilling.

Join us to network with the industry's premier skilled nursing lenders and providers at this one-of-a-kind event designed with your business in mind.

Register Early to Save!

Rates increase by \$200 after January 19!

Visit www.nic.org/snif for more information.

Forum Schedule-at-a-Glance

Tuesday, March 8

- 5:00 p.m. – 8:00 p.m. Registration Open
- 5:00 p.m. – 8:00 p.m. Networking Lounge Open
- 6:30 p.m. – 8:00 p.m. Joint Networking Reception (with Regional Symposium attendees)
- 10:00 p.m. – 12:00 a.m. "NIC Nightcap" Event to Benefit Alzheimer's Research

Wednesday, March 9

- 7:30 a.m. – 7:00 p.m. NIC Cyber Café & Data Center Open
- 7:30 a.m. – 7:00 p.m. Registration Open
- 7:30 a.m. – 7:00 p.m. Networking Lounge Open
- 7:30 a.m. – 8:30 a.m. Continental Breakfast
- 7:30 a.m. – 8:30 a.m. Newcomers Breakfast (invitation only)
- 9:00 a.m. – 10:30 a.m. Opening General Session
- 10:30 a.m. – 11:00 a.m. Networking & Refreshment Break
- 11:00 a.m. – 12:00 p.m. Three Concurrent Breakout Sessions
- 12:00 p.m. – 1:45 p.m. Luncheon/General Session
- 2:00 p.m. – 3:30 p.m. Three Concurrent Breakout Sessions
- 3:30 p.m. – 4:00 p.m. Networking & Refreshment Break
- 4:00 p.m. – 5:30 p.m. General Session
- 5:30 p.m. – 7:00 p.m. Networking Reception
- 7:00 p.m. – 10:00 p.m. VIP Appreciation Dinner (invitation only)

Thursday, March 10

- 8:00 a.m. – 10:00 a.m. Registration Open
- 8:00 a.m. – 12:30 a.m. Networking Lounge Open
- 8:00 a.m. – 12:30 a.m. NIC Cyber Café & Data Center Open
- 8:00 a.m. – 9:00 a.m. Continental Breakfast
- 9:00 a.m. – 10:30 a.m. General Session
- 10:30 a.m. – 11:00 a.m. Networking & Refreshment Break
- 11:00 a.m. – 12:30 p.m. Three Concurrent Breakout Sessions
- 12:30 p.m. National Skilled Nursing Investment Forum Adjourns

Who Should Attend?

- **Owners, Operators and Developers of Skilled Nursing Properties**
- **Lenders and Investors to Skilled Nursing Properties**
 - Institutional Investors
 - Pension Fund Managers and Advisors
 - Real Estate Managers and Advisors
 - Commercial Finance Companies
 - Venture Capitalists
 - REITs
 - Regional and Community Banks
 - HUD/FHA Lenders
 - Other Debt and Equity Financiers
- **Financial Intermediaries**
 - Brokers
 - Investment Banks
 - Loan Servicers
- **Securities Analysts and Research Professionals**
- **Reimbursement Professionals**
- **National & State Association/Industry Groups**

Come Early to Attend the NIC Regional Symposium

The Forum will again be co-located with the NIC Regional Symposium — NIC's networking and educational event for local and regional private-pay operators and investors. The Symposium will be held **prior** to the Forum

this year, beginning on Monday, March 7 at 3:00 p.m., and concluding on Tuesday, March 8 at 8:00 p.m., following the Joint Networking Reception. See page 8 of this program for more information about the Regional Symposium.



General Sessions



Wednesday, March 9

Opening General Session 9:00 a.m. – 10:30 a.m.

What is the Future of the Skilled Nursing Sector?

In the face of rapid changes occurring in long-term care, the present moment is a time of unprecedented challenges but also major new opportunities. Some predict significant downsizing of the skilled nursing sector while others see opportunities for transformation, adaptation, and growth. In this opening session, you'll take a sweeping look at the forces affecting the sector right now and the emerging issues to come. From the impact of health care reform legislation and reimbursement cuts to the evolving expectations of a more demanding customer, you'll walk away energized with a clearer picture of concurrent trends, their significance and insight into actions you might take. In a climate where federal funding policy is increasingly shifting from an institutional bias to the promotion of home and community based services, where does the traditional skilled nursing provider fit in? Who will be the skilled nursing residents of tomorrow, and what will be required to attract and care for these residents? What are the implications for providers regarding the focus on preventing unnecessary re-hospitalizations and what should you be doing in response? Come hear predictions as to who will be the winners and the losers in the fast-changing long-term care delivery system. Assess the profiles of successful operators and hear insights into who won't make it and why. Get answers and perspective from our panel of experts and hear the latest skilled nursing performance trends as revealed by NIC MAP data.

Moderator: **Arnold Whitman** *CEO & Co-Chairman, Formation Capital, LLC*

- Panelists:**
- **Jim Carlson** *President & CEO, Oregon Health Care Association*
 - **Kathleen M. Griffin** *National Director, Post Acute & Senior Services, Health Dimensions Group*
 - **William (Larry) Minnix, Jr.** *President and CEO, American Association of Homes and Services for the Aging (AAHSA)*

Luncheon & General Session 12:00 p.m. – 1:45 p.m.

Charting the Future in the Midst of Fiscal Uncertainty

The shift to MDS 3.0/RUGs IV, the possibility of additional Medicare cuts to pay for expanded health care coverage, state budget deficit pressures on Medicaid funding – what should you expect in terms of Medicare and Medicaid funding in the coming year and how should you respond? This is your opportunity to get an informed view — firsthand — from senior-level experts within the industry. You'll hear an up-to-the-minute account of events in Washington, D.C., and the field. You'll learn what's being done to stave off more cuts at the state level, and where they will likely turn for the dollars they need. Alan Rosenbloom, president of the Alliance for Quality Nursing Home Care, is a well-regarded expert in Medicare and its effects on the bottom line. AHCA's new president and CEO, Mark Parkinson, brings his experience as Governor of Kansas and as an operator of long-term care facilities, to provide a uniquely informed perspective on policy and the pressures affecting state budgets and the industry. Jim Gomez, through his in-depth experience in California, understands the conflicting issues facing its governor and state legislature. Plus, have your chance to participate in the conversation through an open Q&A forum with these authoritative thought leaders.

Moderator: **Brian Fortune** *Chief Political Strategist, Marwood Group*

- Panelists:**
- **James H. Gomez** *CEO/President, California Association of Health Facilities*
 - **Mark Parkinson** *Current Governor of Kansas and Incoming President & CEO, AHCA/NCAL*
 - **Alan G. Rosenbloom** *President, Alliance for Quality Nursing Home Care*

General Session 4:00 p.m. – 5:30 p.m.

The Coming Cap Rate Divide: The Future (Not the Past) of Valuations

How will the convergence of Federal and state budget deficits, RUGs-IV, and outsized litigation claims reshape the valuation model for long-term care going forward? Will the past be a predictor of the future? Will all facilities be treated the same? Is it time to stick with long-term care or go short long-term care? Look ahead at the trends shaping the valuation paradigm and the possible resultant scenarios. Some see a future landscape further separating the haves from the have-nots, or those with low cap rates and high valuations from those with high cap rates and low valuations. Will we see a more pronounced division between winners and losers? While some properties will command very good valuations, how might older facilities fare? This panel discussion features three experienced players who are well qualified to comment on how these factors will reshape the valuation paradigm. A high-value, must-attend session for industry trend watchers who want to be in-the-know on this dynamic issue.

Moderator: **Kurt C. Read** *Principal, Javelin Capital Partners, LLC*

- Panelists:**
- **Brian Beckwith** *Senior Managing Director, GE Capital, Healthcare Financial Services*
 - **Steven J. Insoft** *Chief Financial Officer, AVIV REIT, Inc.*
 - **Alan Plush, MAI** *Senior Partner, HealthTrust, LLC*

Thursday, March 10

General Session 9:00 a.m. – 10:30 a.m.

Innovative Directions for the Skilled Nursing Sector

Attune your thinking with the forward-leaning ideas and strategies companies are employing to adapt and survive long term. In this practical, energetic session devoted to the subject of insight and inspired innovation, you'll come away with ideas for survival and growth that you can put to use right away. Our expert panel is prepared to share their informed perspectives on today's challenges and the novel solutions innovative operators employ. Consider how some operators are responding to obstacles and opportunities. Which innovations are worth the risk? What will consumers demand and what could be another passing fad? Weigh how large, public companies improve their facilities and what smaller, regional operators have found to be successful. Ask questions of our panel of CEOs and presidents and challenge assumptions in an open Q&A format that will enable you to apply topics directly to the challenges you face. You'll leave this discussion empowered with a clearer view of the possibilities for navigating the complex issues affecting your company and the industry.

Moderator: **Jim Carlson** *President & CEO, Oregon Health Care Association*

- Panelists:**
- **Phil Fogg, Jr.** *President/CEO, Marquis Companies*
 - **Tim Graves** *President & CEO, Texas Health Care Association*
 - **Dr. Neil Kurtz** *President & CEO, Golden Living*

Concurrent Breakout Sessions

Wednesday AM Breakout Sessions 11:00 a.m. – 12:00 p.m.

Strategies for Dealing with Funding Cuts

Innovators find ways to succeed even during difficult times, and this interactive case study presentation will reveal how two company leaders are addressing the reimbursement changes affecting the skilled nursing industry. A CEO whose company was honored by Modern Healthcare as one of the Best Places to Work in Healthcare for 2010 while being named to the Inc. 5000 List of Fastest-Growing Companies will be joined by a well-regarded industry veteran who has overseen facilities in multiple states and flourished, even during difficult times. They will take you behind the scenes to present strategies and suggestions for how they're dealing with today's funding cuts. Learn how they're responding to patient reimbursement implications due to code conversion from MDS 2.0 to 3.0, funding implications as a result of going from RUGs-III to RUGs-IV, and the elimination of concurrent therapy. Always on the cutting edge, they'll share other areas they are beginning to unearth and the operational efficiencies they're implementing right now to help offset some of the unavoidable losses in reimbursement.

Moderator: **Kristen Ahrens** Senior Vice President, GE Capital, Healthcare Financial Services

Panelists:

- **Gene Curcio** Executive Vice President, Consulate Management Company
- **Joe Steier** President & CEO, Signature Healthcare, LLC

Creative Financing in a Low Leverage Environment – The Real Deal

Contemporary Healthcare Capital, a mezzanine lender, and National Health Investors (NHI), a real estate investment trust, have each provided creative financing in a low leverage environment, but in very different ways. What types of financing solutions are available in today's capital constrained environment? Each of the companies will present detailed case studies on real acquisition and construction financing deals that have actually closed. How were these transactions structured and who was involved? Are the financing solutions provided by these companies an exception or the rule? Are other industry financing sources providing creative transaction capital, and if so, who? Attendees will hear answers to these questions and more at this informative session.

Moderator: **F. Donald Kelly, III** Principal & Managing Partner, Energy Court Holdings, LLC

Panelists:

- **Justin Hutchens** President and COO, National Health Investors, Inc.
- **Doug Korey** Managing Director, Contemporary Healthcare Capital

Still Taking up the Slack: HUD/LEAN 2011

Even in times of abundant capital, skilled nursing facility owners look to HUD as the lender of choice for permanent financing. Borrowers faced with uncertainty about reimbursement rates find peace of mind in HUD's long-term, fixed-rate loan products. Get the story directly from a panel of HUD/LEAN officials who will bring you up to date on new developments in underwriting, processing, and asset management. This is a must-attend session for all skilled nursing owners.

Moderator: **Leonard Lucas** First VP - Senior Loan Originator, Love Funding

Panelists:

- **Michael Vaughn** Section 232 Program Manager, Office of Healthcare Programs (OHP), HUD (invited)
- **Mark Williams** Senior Policy Advisor, Office of Healthcare Programs (OHP), Section 232 Program, HUD (invited)



Wednesday PM Breakout Sessions 2:00 p.m. – 3:30 p.m.

Positioning Your Company in the Post-Acute Continuum

Discover how skilled nursing operators are participating in the changing post-acute environment. How do you position your company to be a continuum partner with a health system, managed care company, or physician group? What will these health care partners expect from you? Learn how one of the nation's leading experts advises her clients and positions them to be part of the solution. Hear a major health system senior executive explain how her organization partners with skilled nursing operators and the relationships they have formed with them. Gain insight into the dynamic process one skilled nursing provider is employing to build a post-acute network that is ready to partner with health systems, physician groups and managed care companies. Panelists will discuss their views of today's market and their near-term outlook. You'll gain valuable points of view on how to approach health systems, as well as information on the types of post-acute business models, payment bundling and risk sharing, hospital re-admissions, and more need-to-know topics.

Moderator: **Mike Stephen** Senior Vice President- Marketing, Health Care REIT, Inc.

Panelists:

- **Catherine A. Giegerich, RN, MS, FACHE** Vice President of Operations, The Methodist Hospital
- **Kathleen M. Griffin** National Director- Post Acute & Senior Services, Health Dimensions Group
- **Peter A. Longo** Partner, Cantex Senior Communities

Case Studies for Modernization: Keeping Up With the Times the Old-Fashioned Way — With Ingenuity, Not Money

Every facility owner faces the problem of keeping up with the competition. Some have the ability to throw lots of money at the problem, constructing purpose-built additions or substantially rehabbing existing structures. However, some owners either do not have access to funds or must meet resident needs in other ways. You'll gain insight and understanding from this panel of experienced owner/operators as they present case studies on how they increased the profitability of their facilities through a focus on programmatic changes rather than substantial rehabilitation and additions.

Moderator: **Dan Biron** Managing Director - National Director of Health Care Programs, Lancaster Pollard

Panelists:

- **John Elliot** President, AMFM, Inc.
- **John P. O'Brien, Jr.** Principal - Chairman, Grace Healthcare, LLC
- **Reneé Pruzansky** Chief Operating Officer, AristaCare Health Services

When to Hold and When to Fold: Exit Strategies for Nursing Home Sellers and Investors

After successfully running a nursing home, the next question founders, investors, and owners should ask is: What is the exit strategy? However, in the nursing home industry, timing this decision depends on the ebb and flow of reimbursements plus regulatory, industry, and capital market conditions. This time of unprecedented reimbursement and regulatory uncertainty makes mergers and acquisitions in the nursing home sector challenging. What are the exit options for nursing home sellers and investors? Outright sale or some form of recapitalization? What are the opportunities, investment theses, analytical models, and outlook for nursing home acquisitions and recapitalizations? You'll walk away with detailed information on the mechanics, structure, deal terms, and pricing for each prototype exit transaction. Plus, you'll examine transactions involving private equity, REIT sale-leasebacks and distressed turnaround sales, with a focus on middle-market deals.

Moderator: **Mark S. Davis** President, Healthcare Transactions Group, Inc.

Panelists:

- **Alexander Fraser** Director, GI Partners, LLC
- **Clint Malin** Vice President and Chief Investment Officer, LTC Properties, Inc.
- **Greg Stapley** Executive Vice President, The Ensign Group, Inc.



Concurrent Breakout Sessions



Thursday AM Breakout Sessions 11:00 a.m. – 12:30 p.m.

Making Your Case: Using Data Systems to Capture Outcomes

In the emerging post-acute world, the ability to identify, routinely measure and report outcomes data accurately will be the key to remaining competitive. Learn how some of the most innovative providers are dealing with this challenge and what you can do to integrate these systems into your existing operations. Hear from a health system executive who will discuss the critical decision points within acute care and how to leverage your organization's post-acute expertise in mutually productive ways. The national leader in QIS development will give his unique perspective on the evolving role of quality assessment and outcome measurement in post-acute care. His long association with the Centers for Medicare & Medicaid Services (CMS) will provide attendees with the agency's view on these topics and other issues important to SNF owners and operators such as avoidable hospital readmissions.

Moderator: James C. Thompson *Senior Vice President, Capmark Bank*

- Panelists:**
- Lane M. Bowen *EVP & President, Health Services Division, Kindred Healthcare*
 - Andrew Kramer, MD *Chief Executive Officer, Nursing Home Quality, LLC & Professor Emeritus, University of Colorado School of Medicine*
 - Jeffrey S. Lemon *President, Spectrum Health Continuing Care*

When Will the Banks Be Back? And What Are They Doing Now?

According to NIC MAP data, which is intended to be representative but not all encompassing, record new loan volume for seniors housing of more than \$7.6 billion in 2007 was followed by declines to \$4.5 billion in 2008, and \$3.5 billion in 2009. Of the \$1.3 billion reported in 2009 for skilled nursing, \$1.1 billion resulted from a single large transaction in the third quarter of 2009, leaving only \$200 million for the entire year. Not since 2003 has the reported new loan volume for skilled nursing been less than \$200 million. Banks that are lending report more conservative underwriting that includes higher debt service coverage requirements, lower loan-to-value ratios and stronger guaranty and sponsorship requirements. With many real estate-heavy balance sheets with maturities ongoing over the next couple of years, borrowers might expect more of the same. Get the facts directly from a national commercial real estate expert and three bank executives active in the current market.

Moderator: Daryl McCombs *Director, Red Capital Group*

- Panelists:**
- Sam Chandan *Global Chief Economist and EVP, Real Capital Analytics*
 - Sam Dendrinis *Managing Director, The PrivateBank*
 - Steve Gilleland *Sr. Director, Healthcare Real Estate, CapitalSource*
 - Richard A. Sutton *VP, California Bank & Trust*

Culture Change - 'Soft' Like a Brick: How Facilities and Companies are Achieving Serious Financial and Clinical Results Through Resident-Directed Care

Sometimes viewed as "soft," "touchy-feely," or simply expensive, culture change is often dismissed as a business model for devoted idealists. Yet a growing number of facilities and companies are achieving outsized returns and significantly improving their business results by resourcefully re-tooling their business models to incorporate the principles of culture change. Regulators also are serious about culture change, broadening their interpretations of regulations with a positive view toward resident directed care initiatives. Are staff retention, resident satisfaction, clinical outcomes, occupancy and case mix on your list of things to improve in your facility, your company, or your clients' companies? This panel of operators and experts will share how their facilities and companies have made big improvements in results through culture change. They will discuss the key considerations leaders must reconcile to make their own business case for culture change and its desired business results. They will also examine the market and regulatory forces that are combining to catapult culture change forward as a serious operating imperative.

Moderator: Mark Ballif *CEO, Plum Healthcare Group*

- Panelists:**
- David J. Farrell *Director of Organizational Development, SnF Management*
 - Jeff Jerebker *President, Piñon Management, Inc.*
 - Bonnie S. Kantor, Sc.D *Executive Director, Pioneer Network*



Come Early to Attend the Co-Located 2011 NIC Regional Symposium

New Opportunities, New Realities: What's in Your Playbook?

March 7-8, 2011 Hyatt Regency Century Plaza

The 2011 NIC Regional Symposium, "New Opportunities, New Realities: What's in Your Playbook?" will be held March 7-8, **prior** to the co-located NIC National Skilled Nursing Investment Forum. The Symposium, a networking and educational event now in its fifth year, will bring together key representatives from the private-pay seniors housing sector. The Symposium will feature programming and networking opportunities for operators with property portfolios that are either locally- or regionally- focused, and their respective capital providers.

This year's program will feature recognized experts and industry veterans who will present the strategies needed to overcome obstacles, attract consumers and access capital. Ken Dychtwald of Agewave will describe the psyche of the senior consumer, how it has changed, and what this means for seniors housing. Attendees will also hear lively economist, Dr. John Mitchell discuss the current state of the housing and credit markets, prospects for job growth and the impact of financial reform. Additional topics include:

- Strategies for recycling or repositioning older buildings
- Techniques for demonstrating your value with information metrics
- A look at the new playbook for sales and marketing
- Insights into who's actually lending and on what terms
- An analysis of what needs to be in today's loan package
- How to compete for capital in the current climate
- Plans for playing offense by sourcing growth capital
- Tactics for playing defense from companies who faced maturities in their capital structure
- New strategies to drive NOI
- A "Shark Tank" type competition where operators can present their most innovative ideas to seasoned judges

This critical information will be illustrated with case studies presented by other real-life pros to help you adjust your game plan for the future.

Learn the latest tactics for increasing your bottom line. Whether you need to attract more customers, revitalize a property or improve expense management, the game-changing plays presented in this year's Symposium will help you enhance your long-term growth and success.

Discover fresh tactics for financing new opportunities. Lenders have changed their lending programs, and this change isn't temporary. Join us to learn how to bring your best game to capital providers and win financing from lenders who are actively originating and closing seniors housing deals.

New this Year!

The NIC MAP Market Briefing will be held Monday, March 7 from 4:00 p.m. - 6:00 p.m. This pre-event session will provide a seniors housing market update and comprehensive review of the key trends and insights from 4Q10 NIC MAP data. Add the Market Briefing during the 'Review Pricing' stage of your registration for \$250. Visit www.nic.org/symprogram for more information.

Register for Both Events and Save!

Register for both the Regional Symposium and the National Skilled Nursing Investment Forum and save \$250 off your combined registration fee.

Visit www.nic.org/symposium for more information.

To retain a more intimate networking atmosphere, the Symposium will once again be limited to 700 attendees, and attendance will be limited to five people per company.* Based on feedback from last year's post-event surveys, the Symposium will now precede the National Skilled Nursing Investment Forum, and there will be no session overlap between the two co-located events in order to allow us to limit the attendance at the Symposium.

*sponsors may send additional attendees if space is available.



Event Messaging System

Attendee Listing Sponsored by Health Care REIT.

View a real-time list of attendees and maximize your networking time at the event by scheduling meetings in advance. Starting in January, all registered attendees who have opted in for the Event Messaging System may view a list of attendees and contact them via a protected email link. The attendee listing and Event Messaging System may be accessed by logging-on to the *Attendee Resources* section of the Forum website. You may continue to access the messaging system on-site at the Cyber Café & Data Center.

Attendee Listing Note Only attendees registered by January 19 are guaranteed to be listed in the printed version of the Attendee Listing provided on-site.

Event Guide to Investors

Sponsored by GE Capital, Healthcare Financial Services

Interested in connecting with lenders and investors at the conference? The *Event Guide to Investors* lists contact information for registered lenders, investors and financial intermediaries who submit information forms to NIC by January 27. The *Guide* is provided in the Event Materials Bag on-site, and is also available for download on the *Attendee Resources* section of the Forum website.

Speaker Presentations & Bios

Sponsored by Surface Logic

Attendees may access session presentations and associated speaker biographies in advance of the event by visiting the *Attendee Resource* page. Presentations will be uploaded as they become available during the weeks prior to the event. Review and print the presentations for the sessions you plan to attend in advance of the event to easily follow along and take notes. This is in an effort to be environmentally responsible as well as to increase the quality and timeliness of the session materials provided to you.

Networking Receptions

Sponsored by KeyBank and Lancaster Pollard

Enhance your networking experience with two evening receptions that provide the opportunity to network with other Forum attendees in a casual environment. The Forum will begin with a Joint Networking Reception on Tuesday, March 8 at 6:30 p.m., where you will have the opportunity to network with Forum attendees, plus 2011 Regional Symposium attendees. On the following evening, join your colleagues for cocktails and hors d'oeuvres at the Forum Networking Reception, Wednesday, March 9 at 5:30 p.m.



Networking Lounge

Sponsored by Harrison Street Real Estate Capital and MidCap Financial, LLC

The Networking Lounge will be open throughout the event to provide a quiet and comfortable place for attendees to conduct business. Small group table settings and lounge areas are provided to accommodate your semi-private meeting and networking needs.

Hotel Maps & Meeting Points

New this year, several meeting points have been identified in the Networking Lounge and other strategic hotel locations. Meeting Points are noted on hotel maps available for download on the *Attendee Resources* section of the Forum website and will be clearly marked with signage on site. Reference these meeting points when scheduling your meetings to save time locating people in the crowded lobby and lounge.

Cyber Café & Data Center

Sponsored by Genesis Rehab Services

The **Cyber Café** is open throughout the conference, and features laptops attendees may use to check email, complete small print jobs, and view the most up-to-date attendee list and speaker presentations.

Visit the **Data Center** to view the latest seniors housing research and data, and learn how to take advantage of valuable NIC resources.

- Sign up to receive the *NIC Insider*, NIC's monthly e-newsletter featuring industry news and business information (www.nic.org/insider)
- View and purchase the latest **research publications**, including the newly-released NIC Investment Guide 2010: Investing in Seniors Housing & Care Properties
- Receive a complimentary web demonstration of the **NIC MAP Data & Analysis Service®**, the leading provider of timely and comprehensive performance data on the seniors housing and care industry. Metrics reported include revenue, occupancy, inventory and construction data on America's 100 largest metro markets. A wide range of NIC MAP reports will be available for purchase at discounted rates for attendees. Visit www.nicmap.org for more information

Attention First Time Attendees!

If this is your first NIC event, please join us at the Newcomers Breakfast on Wednesday, March 9 at 7:30 a.m., where you'll meet NIC leadership, network with your peers and hear suggestions for how to make the most of the Forum.

Important Dates

JAN 19

Early Bird Deadline

Last day to **save \$200!** In order to receive the Early Bird rate, your paid registration must be received on or before this date. After this date you are not guaranteed to be listed in the printed Attendee Listing distributed on-site.

JAN 19

Cancellation Deadline

Cancel by January 19 to receive a full refund less a \$200 processing fee. Cancellations received after January 19, 2011 are non-refundable.

FEB 16

Substitution Deadline

All registration substitutions after this date must be made on-site.

Hotel Reservations



Hyatt Regency Century Plaza 2025 Avenue of the Stars Los Angeles, CA 90097

The NIC room rate is \$225 per night. To reserve your room, call the Hyatt Regency Century Plaza and provide the room code, located in the confirmation email you will receive after your Forum registration has been approved.

Reserve your room early to secure a spot at the host hotel!

NIC National Skilled Nursing Investment Forum Planning Committee

- Kristen Ahrens, Senior Vice President, GE Capital, Healthcare Financial Services
- Mark Ballif, Co-CEO, Plum Healthcare Group
- James Carlson, President and CEO, Oregon Health Care Association
- Mark Davis, President, Healthcare Transactions Group
- F. Donald Kelly, III, Executive Vice President, Covington Senior Living
- Doug Korey, Managing Director, Contemporary Healthcare Capital (Committee Chair)
- Leonard Lucas, First VP-Senior Loan Originator, Love Funding Corporation
- Angela Mago, Sr. Vice President & National Manager, KeyBank Real Estate Capital- Healthcare Group
- Daryl McCombs, Director, Red Capital Group
- Alan Plush, MAI, Senior Partner, HealthTrust, LLC
- Mike Stephen, Senior VP-Marketing, Health Care REIT, Inc.
- John F. Taylor, CEO, StoneGate Senior Living, LLC
- James C. Thompson, Senior Vice President, Capmark Bank

"In today's challenging environment...I can't think of a better event to attend for timely, topical information and insight, than the NIC National Skilled Nursing Investment Forum. It promises to be an important gathering of some of the most influential leaders in long-term care."

- Jim Carlson, President and CEO, Oregon Health Care Association

How to Register

Register online to save \$25!
Visit www.nic.org/snif to secure your spot.

If you prefer to fax in your registration, visit www.nic.org/snifregform to download a printable form.

Registration Rates

Forum Pricing

	Early Bird	Standard (after Jan. 19)
General Rate	\$750	\$950
Operator Rate	\$650	\$850

Joint Pricing (Symposium and Forum)

	Early Bird	Standard (after Jan. 19)
General Rate	\$1,250	\$1,650
Operator Rate	\$1,050	\$1,450

Attending both the National Skilled Nursing Investment Forum and Regional Symposium?
Save \$250 off your combined registration fee!

Questions?

Contact the Registrar at
(410) 267-0504 or Registrar@nic.org



National Investment Center
For the Seniors Housing & Care Industry

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