WTWH Healthcare

### Executives toWatch



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### Introduction

In the coming year, senior living operators must grow and evolve for a new generation of older adults. The effort will require new financial models, amenities and services. Helping to usher in that change is a new and rising class of senior living executives.

Already, more than a dozen senior living operators have started the year with a flurry of executive appointments, including CEOs, presidents and other leaders. They are doing so with an almost singular goal in mind: growing in scale and sophistication to meet demand from a rapidly approaching demographic of older adults.

That trend of executive appointments will almost surely continue in the months ahead as companies bolster and deepen their corporate leadership benches.

This report chronicles some of the ways the senior living industry is fostering a new class of leaders in 2025, and includes data and trends showcasing what lies ahead this year.

We're also honored to shine a spotlight on some of the top executive leaders in the sector. These leaders were selected from nominations submitted to Senior Housing News' editorial team. They are working in a variety of organizations and in a variety of positions, but all are dedicating their significant talents and skills to ensuring that senior living communities remain sustainable and are positioned for the future.

Perhaps most crucially, these executives inspire their teams and are active in cultivating talent, and so are contributing to the ongoing stability and success of their organizations and the sector as a whole, even as they continue to advance in their own careers and strive for great achievements that will define this era of senior living.

Thank you for reading!

Tim Regan

Senior Editor
Senior Housing News

### The State of Executive Leadership in 2025

Senior living operators hit the ground running in 2025 with a series of executive appointments. Most of them have their eye on one big target: growth and the need to expand for a new generation of older adults.

In 2025, the oldest baby boomers turn 79, representing the leading edge of a demographic whose arrival the senior living industry has planned for and anticipated for the last two decades. It's no secret that many senior living companies must scale up faster than their current pace of growth if they hope to meet that demand.

Since the start of 2025, companies that have appointed a new president, COO, CEO or other executive position include Welltower (NYSE: WELL), United Church Homes, Distinctive Living, Pegasus Senior Living, Watermark Retirement, Phoenix Senior Living and Priority Life Care.

Operators that spoke with Senior Housing News this year have mostly cited growth as a primary reason they are bolstering their executive benches. For instance, Fort Wayne, Indiana-based Priority Life Care has ambitions to grow beyond its current 65-community footprint, necessitating a new role for now-President and former COO Bobby Petras.

"We've really grown to a point ... where you really can't be the COO, run the day to day ops and run all the other stuff," Petras told Senior Housing News.

Current industry giants, including REITS such as Welltower and Ventas (NYSE: VTR), are also making plays for larger parts of the senior living market and are focused on developing a commensurate bench of leaders. That includes Welltower spinning off a new private funds management business, with the intention of it acquiring NorthStar Healthcare and its 40 senior housing communities for \$900 million - a move that Welltower CEO Shankh Mitra expects will play a "critical role" in furthering the careers of people working at the REIT and its operating partners.

"At Welltower, following years of training, mentorship and development of our team members, we have created a deep leadership bench, which is instrumental to driving our growth. But this effort has not gone unnoticed as we've fostered the most sought-after talent in the real estate space," he said. "In our commitment to retaining the next generation of leadership at the company, management's portion of any carried interest earned from the fund will be fully allocated to our next generation of emerging leaders."

The bottom line for the senior living industry is that growth is in the cards in 2025, and that will necessitate deepening and widening org charts.

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### Spike in health care CEO turnover last year

According to data from outplacement and career transition firm Challenger, Gray and Christmas, more than 1,800 CEOs across multiple industries resigned or retired in 2024, representing an increase of 19% from 2023. That also marks the highest total of executive turnover since the firm began tracking it in 2002.

Among all of the CEOs who vacated roles in 2024, "stepping down" was a top reason and linked to 619 exits, while "retirement" was linked to 507 CEO exits in the year.

Top reasons cited for CEO exits in 2024

down

No reason

given

opportunity

The company in November 2024 had tracked 167 CEO exits in health care and related services. One month later in December, that number "surged" 38% to 230, marking the the third-highest monthly total on record, according to Challenger, Gray and Christmas.

"The environment of economic, political, and regulatory uncertainty that prevailed in 2024 certainly led to many CEO exits," said Andrew Challenger, workplace authority and Senior Vice President of Challenger, Gray & Christmas. "With that as a backdrop, we also saw rapid

technological advancement and boards that were laser focused on efficiency and productivity. If CEOs were perceived to be lacking, they were not tolerated."

Data from the senior living nonprofit sector also shows a decline in the average time a CEO stays with an operator. The average nonprofit senior living CEO last year had a tenure of nine years, according to the 2024 LZ200 report from LeadingAge and Ziegler. Six years earlier in 2018, the average nonprofit senior living CEO tenure was slightly over a decade, according to the organization.

### **State of pay**

Long-term care executives saw an average 3.52% increase in base pay in 2024 according to the latest data from the Corporate Salary & Benefits Report Report from Hospital & Healthcare Compensation Service (HCS). That showed a slight decline from 3.69% a year prior. And, an average 3.34% salary increase was expected for 2025.

**AVERAGE SALARY FOR CORPORATE LEADERS IN LONG-TERM CARE IN 2024** 

**CEO:** \$533,154 coo: \$332,921

**Top Administrative/Operations** 

**Executive:** \$262,564

**Top Financial Executive: \$313,579** 

Top HR Executive: \$231,275 **Top IT Executive: \$208,341** 

**Top Sales & Marketing Executive:** 

\$288,234

**Top Division Executive: \$214,750** 

Assisted living pay continued to rise in 2024, according to an AL-focused report published by HCS in Jan. 2025. Assisted living CEOs, presidents, administrators and HR directors all saw a nearly 5% increase to pay that year.

The data is based on a survey of more than 1,0000 assisted living communities, personal care facilities and residential care facilities, with more than three-fourths of those respondents representing for-profit companies.

AVERAGE TOTAL COMPENSATION SALARY FOR CORPORATE LEADERS **IN LONG-TERM CARE IN 2024** 

**CEO/President:** \$652.327

coo: \$392,210 CFO: \$352,117

**Director of IT: \$227,650** 

Assisted living administrators' salaries rose 4.91% between 2023 to 2024, moving up to \$95,729 by last year's end. CEOs and presidents also reported a 4.47% pay bump in 2024, rising to a national average of \$119,989 on a same-facility basis. The turnover rate for top-level executives in assisted living came in at 19.41%.



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Congratulations to HDG's Colin Higgins on being recognized as an SHN Executive to Watch!

### **Executives to Watch**

Against this backdrop, it's no surprise that many providers - and other companies in the senior living sector - are focused on leadership development as a top priority in 2025.

"Building leadership talent is absolutely the lynchpin to success in all our other financial and operating objectives," Juniper Communities Founder/CEO Lynne Katzmann told SHN as the new year dawned. "Having strong, experienced, and acculturated leaders to lead is critical for portfolio stability and growth."

The following pages show that the leadership talent in the sector is deep. These profiles

also highlight the varied career paths that executives have taken and the different goals and aspirations they hold for themselves, their organizations and the industry as a whole, from specializing in luxury hospitality to innovating for middle-market price points; from technology visionaries to operational whizzes to compassionate and skilled caregivers; from industry veterans taking on new challenges to newcomers quickly rising through the ranks. But for all their differences, these leaders blend business acumen with the focus on mission that – even as the sector grows in scale and sophistication – is fundamental to senior living.



Rebecca stands out as a visionary and steadfast leader. Her contributions to the senior living industry are not just professional but also deeply personal, reflecting her passion for bettering the lives of the elderly and their caregivers.

- Ashlyn Tolston, Executive Administrator, Adelman Firm PLLC

Rebecca Adelman has dedicated nearly four decades to advancing legal representation, education, and risk management within senior housing and skilled nursing. As the founder of Adelman Firm, she has cultivated a senior living and risk management practice and is a recognized leader in legal defense. She has offered complimentary education and a multitude of other resources to the industry, including launching the Senior Living Empower Hour, a monthly webinar providing thought leadership with industry guests. In 2021, Adelman founded Guide Path, a culture change and risk management certification program involving a host of solutions. Her initiatives have consistently emphasized long-term sustainability and proactive risk management, making Guide Path a model for culture change. Adelman is deeply committed to mentoring the next generation, particularly focusing on empowering young women. Her decisions are backed by extensive experience and an insightful understanding of senior living, leading to positive outcomes for all stakeholders involved.



Sales/business development requires a lot of drive, which Shelane has 120% of, but this industry doesn't survive just on drive, which is why Shelane also brings 200% heart to the table. She cares about everyone we interact with and never loses sight of the end goal, helping seniors."

- Thomas Bierlein, CCO, Further

Shelane Barrett will be celebrating her 20th year in the industry. Her career began as a community director for Sunrise Senior Living, and then she parlayed her experience into an opportunity to help even more families as an eldercare advisor at A Place for Mom (APFM). She then transitioned from B2C to B2B, selling new partnerships as a partnership services manager. She was promoted ultimately to become a national senior account manager. Always striving to better herself and the industry, she took a leap of faith and joined some past colleagues at Further. Barrett has played a key role in Further's growth and managing the team, developing the product and working closely with clients and partners. She has been instrumental in quadrupling the client base and has successfully launched the latest product, Pricing Assistant. She is always thinking outside the box and pushing the team and the industry forward.



Stellar had a goal of having ownership in 50+ properties by the end of 2030. Adam put forth the idea of changing that ... Today Stellar's goal is to provide a 'Stellar life' for 10,000 residents and employees by 2030."

- Evrett Benton, President and CEO, Stellar Senior Living

Adam Benton is a partner at Stellar Senior Living and in charge of operations, business development and strategy. Stellar was established in 2012 and at present consists of 36 communities in eight states. Starting with \$12 million in annual revenue, Benton has been a key leader behind Stellar's annual revenue today exceeding \$270 million. One of his key achievements is Stellar's three-step process for revitalizing underperforming communities. He created a team-centered approach, implementing improvements that focus first on building teams, second building occupancy and finally building operations, with each step having specific requirements. His commitment to more than just the bottom line profit led to the creation of the Stellar Living Foundation, which provides assistance to employees and their families. The Foundation also supports Milo's Project, inspired by Benton's son Milo, who has Down syndrome. Milo's Project offers meaningful employment in each of our communities to individuals with intellectual disabilities.





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ON DEMAND CARE EVENTS: 16 (Last 24 Hours)

3h:30m

INCIDENTAL CARE EVENTS: 5 (Last 24 Hours)

00h:25m

CARE EVENTS: 30
(Last 24 Hours)

1 Total: 05h:25m
Over Utilized: 3h:55m



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Margaret's unique combination of empathy, handson operator experience, and strategic thinking makes her an invaluable asset to the organization and a leader whose influence will only grow. "

- Tatyana Zlotsky, CEO, A Place for Mom



Margaret Cabell is a 20-year veteran in the senior living industry. Most recently, she was the CEO of Harmony Senior Services. She joined A Place for Mom in 2024 to continue to expand her impact. Cabell has a deep understanding of the challenges faced by operators, caregivers, and seniors. She believes success is rooted in people, investing in her teams and partner relationships by celebrating wins and motivating change to drive industry improvement. This fosters trust and a culture of innovation, positioning the organization for long-term success. Furthermore, her credibility within the industry is unmatched. She has built strong relationships with operators, allowing her to advocate effectively for their needs. Her skills in articulating the value of strategic investments create impactful partnerships. She demonstrates what's possible when you invest in your teams, maintain a positive outlook, and put the customer at the heart of every decision.



**Pilar Carvajal** Founder & CEO INNOVATION SENIOR LIVING

Mrs. Carvajal is a leading innovator in the senior housing industry. She demonstrates excellence in using government programs to subsidize services for fixedincome seniors and innovation in providing sensible living solutions for middle-income seniors."



- Gloria Hughes, SVP, Innovation Senior Living

Pilar Carvajal has deep experience managing businesses that incorporate affordability, residential and health care facets. She is a social impact entrepreneur dedicated to her vision of making serving the middle market commonplace. As founder and CEO of Innovation Senior Living, she oversees all aspects of the company and is actively involved in operations and growth. Prior to founding Innovation Senior Living, Carvajal was COO of Mia Senior Living Solutions. For fifteen years she oversaw the strategic development and operations for the affordable assisted living and adult day communities the company managed. Before her senior living career, she worked as a management consultant for Accenture. She holds a Master of Science degree from the London School of Economics and Bachelor of Arts from Smith College, holds leadership positions with industry and civic organizations, and has received various honors, including a "Key to the County" from the Miami-Dade Beacon Council.



I've had the privilege of knowing Aaron for 8 years, and during that time, I've witnessed firsthand his passion for senior living and more importantly, his passion for his colleagues, providing them with the relational nutrients for them to thrive."

- Greg Puklicz, President, 12 Oaks Senior Living

Aaron Catoe is a seasoned leader with over 24 years of expertise in operations, leasing, marketing, leadership, and culture building. His operational acumen is matched by his commitment to cultivating strong teams and transforming communities into thriving environments for residents and staff. As SVP of Operations at 12 Oaks Senior Living, Catoe oversees operational and marketing strategies across the portfolio and champions the development of community leaders and the professional growth of regional VPs. He fosters a culture of excellence, collaboration, and innovation at every level. Aaron's career has spanned pivotal roles, from community-level positions to executive leadership as Regional Vice President of Operations and Regional Director of Sales and Marketing. He also prioritizes wellness and fitness, using his influence to promote nutritional knowledge and provide healthy lunch options in the corporate office. His passion and enthusiasm make him an exemplary leader who will only continue to excel.



His own family's experiences in senior living communities fuel his passion for ensuring that Sentrics' solutions improve lives on a fundamental level. This combination of expertise, innovation, and personal commitment positions him as an executive who will shape the future.



- Robin Bowling, VP of Marketing, Sentrics

With nearly 30 years of experience in senior living, Brian Dawson's impact has been transformative pioneering advancements that enhance the safety, connectivity, and quality of care for residents while driving operational efficiency for communities. As a third-generation leader in senior living and current CEO of Sentrics, Dawson has blended his industry knowledge with a forward-thinking approach to redefine how senior living technology serves residents, caregivers, and operators. Under his leadership, Sentrics has strengthened its focus on delivering best-in-class solutions by integrating life safety, engagement, entertainment, and analytics into a cohesive ecosystem. Dawson's leadership philosophy is rooted in fostering a culture of collaboration, purpose, and excellence. He recognizes that true innovation comes not just from technology but from empowering teams to think strategically, adapt to change, and deliver solutions that make a meaningful difference. His ability to balance strategic vision with operational execution makes him a driving force in the industry.



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66 I am in awe every day of what Sam has had our team come together to accomplish. I admire his drive for success that is coated by a soft heart that will do anything necessary to provide our associates and residents what they deserve."

- Jennifer Labute, VP Health Services, Roland Park Place

Sam Guedouar has demonstrated exceptional leadership and vision by transforming Roland Park Place (RPP) into a top continuing care retirement community. Guedouar arrived at RPP in February of 2020. He guided the community through Covid while overseeing a major campus expansion. He increased independent living occupancy from 78% to 99% while expanding services and moving from a negative operating margin to increasing investment reserves. Under his leadership, RPP has earned a slew of awards, including Care Connect's Senior Care's Best Places to Work award for 2024 and 2025, Great Place to Work Certification for 2024, and US News and World Report's High Performing Nursing Homes for Short-Term Rehab and Long-Term Care for 2025. Guedouar was honored by the Baltimore Daily Record as one of Maryland's Most Admired CEOs in 2024. His success can be attributed to his passion for his work and commitment to continuously improving the resident experience.



Brandon Hair has demonstrated throughout his career that rare combination of being able to lead and inspire others, while never forgetting that financial performance enables a business to continue to provide for those it serves. "

- David Ammons, Founder and President, RLA

Brandon Hair recently transitioned from being the Executive Director of Springmoor Life Care Retirement Community in Raleigh, North Carolina, to lead operations for Retirement Living Associates, Inc., a seniors housing firm with 40 years of experience. The firm is growing from its current level with two CCRCs under management and three assisted living communities. RLA will be starting construction in 2025 on a \$235M equity model CCRC. RLA is also expanding its third-party management business with contracts to be announced soon. Hair is the chair of the education committee for LeadingAge of North Carolina and widely regarded as an effective mentor to young EDs. Hair got his start as ED at two CCRCs in his home state of South Carolina. He received an undergraduate degree from the College of Charleston in Business Management and Hospitality and earned his Master of Health Administration from the Medical University of South Carolina.



It is never about being perceived as a 'good person' or an 'industry expert' for Colin. He does what he does simply because it positively impacts others."

- Erin Shvetzoff Hennessey, CEO, Health Dimensions Group

With more than 20 years of experience in healthcare consulting, Colin Higgins' commitment to senior living, post-acute, and long-term care across the continuum is unmatched. His can-do attitude and grace under pressure are among the many reasons he is one of the nation's top professionals in the areas of feasibility studies, competitor analyses, mystery shopping, and analytics. The work he has done to expand and improve the Program of All-inclusive Care for the Elderly (PACE) has given seniors the ability to remain safely in their homes while receiving care they desperately need. He has worked on demand studies for assisted living, memory care, independent living, long-term acute care hospitals, PACE programs, sub-acute rehabilitation, Medicare Part A, and home-and community-based services. These studies set the benchmark for the growing aging services industry and are fast tracking the growth of not just this area of HDG's business, but the sector.



At Anthology, Carl distilled down the key metrics that drove success at communities. By focusing on these key factors, Anthology properties rapidly improved performance across the portfolio."

- Eric Benson, Head of Operations, Longevity Senior Living

Carl Hirschman built one of the first companies to provide internet to student housing nationwide and later pioneered internet and TV services for senior housing. He founded a caregiving software company that became the largest platform for U.S. geriatric care managers, and sold it to the country's largest private-pay home care company. He was then brought in to stabilize and re-grow Anthology Senior Living. He adjusted unit pricing, modified sales processes, and invigorated the team, driving occupancy. From being as low as 31% at some buildings, resident engagement increased to 100% of residents being meaningfully engaged on a monthly basis across the portfolio. Controllable moveouts decreased by 82%. Hirschman led the carve-out of Anthology from CA, recapitalizing the management company to form Longevity Senior Living. Under his leadership, Longevity is pursuing third-party management and acquisitions. With plans to add 10-15 properties, Longevity is strategically focusing to build regional clusters.



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Marilou has a remarkable ability to maintain an uplifting presence, no matter the challenges at hand. Her strong leadership and compassionate nature foster an environment where solutions are always found, and all involved are treated with respect and kindness."

- **Tyler DeCamp,** Regional Director of Account Management, Synchrony Pharmacy

With a Bachelor of Science in Nursing, a Registered Nurse designation, and a Personal Care Home Administrator's License, Marilou Hudanick has dedicated her career to advancing healthcare for seniors and fostering development of future clinical leaders. Over three decades in healthcare, Marilou has amassed a wealth of experience across diverse settings, including acute care, home health and senior living. As VP of Quality Services, she oversees eight regional nurses and maintains high standards of care for over 60 communities. Her leadership ensures consistent operational excellence and compliance with care standards. She is also deeply passionate about developing the next generation of clinical leaders. Her certifications in Infection Control and Train the Trainer reflect her dedication to equipping teams with the skills and knowledge needed to provide exceptional care. Throughout her career, she has demonstrated innovative strategic thinking, exceptional problem-solving, and a relentless focus on improving care for vulnerable populations.



Nick is passionate about the resident and family experience, pushing for deeper connections in the sales process to reduce turnover. He fosters a personal approach with his team and industry connections to drive employee engagement and innovative thought.

- Joe Jasmon, Co-Founder, Elevate Senior Living

Nick Jasmon started his career in senior living as an intern and learned every aspect of senior living from the ground up, including the development/construction process. Since this initial journey, he has helped grow the AHMG senior living portfolio and the growth and development of the Elevate Senior Living brand and concept. Jasmon has risen in the industry in the sales and business development sector. He has a strong LinkedIn following and is known in the industry as the sales meme guy. He has led and created double digit growth in the past three years and is quickly becoming a recognized thought leader. Jasmon has led the marketing team for Elevate Senior Living, creating the brand and identity for the first middle-market senior living ground-up community. His efforts allowed for Elevate's flagship community to open its IL at 100% occupied with a three-year waiting list on day one.



Dave's commitment to increasing access and affordability in senior living communities is a testament to his visionary leadership. His ability to drive meaningful change through legislative advocacy and strategic initiatives has solidified his reputation in the industry."

Susan Saxinger, Executive Director,
 Pennsylvania Assisted Living Association (PALA)

Dave Kloster has been a driving force behind Priority Life Care's expansion, growing PLC from fewer than 20 communities to over 60 in three years through strategic planning and proactive measures. Kloster implemented innovative operational changes, such as reducing the size of each region by half, allowing for more effective community visits and stronger relationships with residents, associates, and families. This approach also enabled internal promotions and leadership development. Dave introduced an internal business review process to promote cross-departmental collaboration, ensuring financial analysis leads to actionable improvements. His leadership in managing three major transitions across 30 communities in seven states resulted in an impressive 29% revenue growth and 563% increase in NOI year over year. Kloster serves as VP of PALA. He actively advocates for Medicaid acceptance as a payer source for AL/personal care in Pennsylvania. His strategic vision, commitment to innovation, and strong leadership make him a standout.



Dan has had a transformative impact on LCS. Whether navigating acquisitions or managing financial challenges, he always prioritizes the residents' needs. I am sure he will make a profound impact at LCS, and in our industry, for years to come. \*\*

- Chris Bird, President and CEO, LCS

Dan Lahey has been a transformative leader in senior living. With over 17 years at LCS, he oversees more than 200 financial planning, accounting, treasury, tax, investments, and asset management professionals who serve the 36,000 residents at 134 communities. In many ways, Lahey's career has come full circle. He began his career in public accounting before joining LCS in 2008 as Accounting and Tax Manager. He helped establish LCS Real Estate as the company's in-house investment platform. His leadership in real estate culminated in him becoming Chief Investment Officer in 2022. In 2023, his role expanded to include CFO responsibilities. A CPA with a bachelor's degree in accounting and finance, Dan brings a strong financial foundation, a passion for data, and an innovative mindset to his role. He frequently speaks at conferences and engages with industry organizations.





With a rare blend of passion and humility, Joe leads sales and marketing with unwavering focus, and unbeatable results. His ability to reimagine senior living through cutting-edge solutions is redefining what's possible in our industry.

Simply put, no one drives impact like he does.

-Mandy Curtis

Joe Leonard has dedicated over 20 years to working with at-risk populations, including more than 16 years in higher education. Passionate about enhancing community experiences, he has developed curriculum, written grants, and led public projects that have expanded engagement opportunities across multiple states.

Now in his fourth year in the senior living industry, Joe has held multiple roles in sales and marketing, gaining a well-rounded perspective that informs his creative approach to improving engagement and quality of life for older adults. As the Director of Revenue Strategy for TSOLife, he leverages data-driven insights and strategic partnerships to drive growth and innovation, playing a key role in the company's continued success.

With a deep commitment to enhancing the resident experience, Joe continues to bridge industries, bringing fresh perspectives and innovative solutions that shape the future of senior living.



Emily's integrity, accountability, and mastery of operational excellence make her a standout leader in senior living. She is not only driving results but also inspiring others to succeed, making her truly deserving of recognition as an Executive to Watch."

 Christy Mink, Regional Director of Operations, Charter Senior Living

When Emily Nesbitt joined Charter Senior Living of Franklin in September 2021, the community was facing significant challenges, including 66% occupancy and recent management turnover. Emily immediately took ownership of these issues, applying her strategic thinking and problem-solving skills. Under her leadership, the community achieved the prestigious milestone of 100% occupancy and has consistently maintained occupancy above 95% in 2023-2024. Now as Senior Executive Director, Emily's influence extends across Charter. She mentors and trains new Executive Directors, equipping them with tools to navigate complex operational challenges. Notably, she supported one Executive Director in graduating from a performance improvement plan, helping them increase occupancy from under 75% to over 90%. Emily's community boasts an 80% employee retention rate over the past 12 months, a remarkable achievement in an industry where the average turnover rate exceeds 55% (NIC, 2023). This success underscores her ability to foster a supportive and thriving workplace culture.



Amy demonstrates a unique ability to tackle complex challenges with creative, effective solutions. She is data informed and people smart! Her strategic insights result from merging these realms and have been instrumental in driving sales/marketing and overall organizational success."

- Lynne Katzmann, Founder/CEO, Juniper Communities

Amy Purcell joined Juniper Communities in a regional role in 2021. Her acumen and ability to drive sales and sales teams were quickly recognized, earning her promotions to National Director of Sales and then her current VP role. Her incredible ability to motivate and inspire teams has been crucial in driving sales and census success. She has grown the regional sales team from one to six individuals, working as a tight, collaborative team. She achieved this through mentoring and growth of existing team members and targeted recruitment. She initiated significant technology changes to drive leads and sales success. In her tenure, census moved from 78% overall occupancy to 91% occupancy, a cumulative census growth of 13% same-store sales. She recently took over responsibility for marketing/messaging, and her impact in just over three months is being felt through greater cohesiveness and consistency, which Juniper believes will result in better outcomes.



Joel builds teams that not only thrive but also feel supported, fostering a welcoming and enriching atmosphere for members."

- Heather Tussing, President, The Aspenwood Company

Joel excels in the high-end luxury environment, serving as both Executive Director and Senior Vice President of Operations. His ability to pivot seamlessly between his roles as ED and SVP Ops is remarkable. He manages multiple priorities with grace and efficiency. As Aspenwood expands into new markets, Quade immerses himself with local teams, learning and adapting to new environments. He is dedicated to the professional growth of his team members. Over 10 of his team members have been promoted to senior or higher roles, thanks to his mentorship and guidance. His financial expertise is unparalleled, as he leads the highest revenue-generating community in the organization as ED and oversees the market with the highest revenue as SVP. He is a seasoned leader with decades of experience across multiple senior living organizations.



Greg is very involved in supporting the evolution of senior living, legislation, and the betterment of the profession."

 Shane Stricker, Director of Marketing Communications, Frontier Senior Living

Greg Roderick launched Frontier Senior Living in 2000. Senior living is a large part of his family heritage and today, Roderick continues to play a hands-on role leading 90+ communities. He serves in leadership roles with the Texas Assisted Living Association and the Florida Senior Living Association, engages with the NIC and is on the Executive Board of ASHA. A visionary in his advancements in innovative approaches to operations, Roderick created the "Frontier Fundamentals" framework, which includes a variety of components such as the award-winning Spark program, providing meaningful activities to residents. He believes in empowerment through continuous training and messaging, including motivational messaging to his 800+ team leaders multiple times a week. Development and expansion are in Roderick's DNA. He has been involved in developing more than 30 construction properties, has acquired more than a dozen, and has been deeply involved with hundreds of managed communities.



SENIOR HOUSING OPERATIONS & MANAGEMENT

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Brenda has built a results-focused, cross-functional team grounded in collaboration, service excellence, and continual improvement. She leads by example with respect and compassion, fostering a mindset of 'what's next' and continuous learning."

- Mary Leary, CEO and President, Mather

Brenda Schreiber became Chief Experience Officer (CXO) at Mather in 2024. She previously served on Mather's marketing team, rising to Senior Vice President. Her critical thinking, results-focused ideas, and effective problem-solving have been pivotal in developing Mather's brand and senior living communities, achieving strong market recognition, sales/revenue, and occupancy. Her contributions included recent marketing and presales efforts for Mather's \$500+ million Life Plan Community in Tysons, Virginia. She led the launch of the #AgeWell tips campaign, which garnered more than 115,000 social media followers-a remarkable achievement in the industry. Under her leadership, Mather has garnered 115+ national and international marketing awards, demonstrating her team's strategic mindset and thoughtful campaigns. She played a pivotal role in leading industry adoption of the term "Life Plan Community." As CXO, she collaborates with the President/CEO and the Possibilities Team to drive an inclusive, bold, resilient, and impactful vision and operating philosophy.



Recognized for her strategic foresight and dedication to delivering exceptional results, Amy continues to implement innovative solutions that elevate operations and resident satisfaction. Her visionary leadership and deep understanding of the senior housing sector make her a standout figure.<sup>39</sup>

 Amanda Elshiekh, Senior Director of Marketing and Communications, The Bristal Assisted Living

Amy Silva-Magalhaes is a forward-thinking executive and a distinguished leader in the senior living industry. Her tenure is defined by a steadfast commitment to operational excellence and resident-centric care, ensuring every aspect of The Bristal Assisted Living reflects the highest standards of quality and compassion. With a proven track record of driving growth through innovative strategic thinking and operational agility, she has successfully positioned The Bristal as an industry leader. Her leadership is marked by her ability to build strong, high-performing teams and foster a culture of collaboration, empowerment, and career growth. By focusing on workforce development, she has improved employee retention, strengthened the talent pipeline, and mentored leaders and frontline staff to align with the organization's mission. Her data-driven decision-making and championing of progressive technological innovation have enhanced operational efficiency, improved resident outcomes, and increased occupancy rates, ensuring The Bristal remains ahead of industry trends.



Dawn's leadership is a rare combination of vision, empathy, and skill, and I am confident she will continue to achieve great things in the future.

 Ben Scott, Senior Regional Director of Operations, Charter Senior Living

Dawn Smith is an exceptional leader who fosters growth, trust, and collaboration within her team. She champions open communication and unites individuals from diverse backgrounds, empowering them to leverage their strengths and achieve shared goals. As a mentor, Smith's impact is profound. She identifies potential, offers guidance, and encourages continuous learning, fostering an environment where individuals feel empowered to develop new skills and grow into leadership roles. Her problem-solving skills set her apart. With a calm, analytical mindset, she breaks down challenges into practical, innovative solutions. She confidently navigates tough decisions, instilling a solutions-oriented culture where obstacles become opportunities for growth. Her leadership inspires a culture of empowerment and success, ensuring that her team not only meets challenges head-on but thrives in an environment of support, innovation, and shared achievement.



Christie believes in aligning each person's talent with a role that maximizes their value and provides them a sense of purpose and happiness. She is passionate about finding ways her local community can make a global impact.

 Larry Sternberg, Board Member and former President, Talent Plus, Inc.

Fueled by her own experience of struggling to find care for her grandmother, Christie Stukenholtz launched SeniorCareFinder.com, a transformative platform designed to modernize and streamline the search for senior care. Senior Care Finder stands apart as an ungated, unbiased platform listing over 100,000 providers nationwide. Christie created a resource that not only enables families to search, compare, and connect directly with providers but also provides analytics and insights to help providers enhance their marketing strategies and connect with high-intent leads. Today, millions of families use Senior Care Finder during their search for senior living and care, and thousands of providers leverage the platform to enhance their digital marketing efforts and reduce referral fee spend. Christie's visionary approach to technology is helping providers bridge the gap between analog systems and modern digital marketing.

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