

DECEMBER 11, 2009

## FEATURED ARTICLE

## A SUGGESTED READING FOR SENIOR LIVING FINANCE STRATEGIC THINKERS: FOURTH QUARTER 2009

“Ziegler National CCRC Listing and Profile.” By Ziegler Capital Markets, November 2009. This inaugural version of Ziegler’s comprehensive listing of CCRCs, accompanied by detailed research related to this sector of seniors housing, profiles more than 1,800 properties throughout the country. Covered topics range from the development, ownership structure, size and state regulation of these communities, among others. (\$95 for AAHSA members & CCRC owners, \$195 for all others; plus \$5 Shipping & Handling)

“Financial Ratios & Trend Analysis of CARF-CCAC Accredited Organizations: 2009.” By CARF-CCAC, ParenteBeard LLC, and Ziegler Capital Markets, 2009. This annual summary of the financial ratio quartiles of the CARF-CCAC accredited organizations, going as far back as 1991, is an excellent way for members of a CCRC’s board or management team to understand and fulfill the fiduciary responsibilities expected by their residents and peers. The ratios are computed using information from audited financial statements of the CCRCs and promote a better understanding of the financial strength and performance standards among CARF-CCAC accredited organizations. (\$140)

“Trends in Design: 2009.” By AAHSA, 2009. This annual update of the ideas and innovation that drive seniors housing design trends provides an in-depth look at some of the issues facing new campus development, as well as existing campus renovations or repositionings. Catering to the interests and demands of a changing senior demographic has shifted the focus of developers to projects that incorporate aspects like sustainable design and other new models of seniors housing. (Contact Gene Mitchell, FutureAge Magazine, for publication inquiries; gmitchell@aahsa.org)

“Transitional Competence.” By John Grace & Steve Marshall, FutureAge, November/December 2009. For many providers, having a stable and functional board of directors is just as critical as any other aspect of daily operations. This article outlines the tools that are necessary to have a sound succession plan in place for any of the expected or unexpected transitions that may occur over time. (Contact Gene Mitchell, FutureAge Magazine, for publication inquiries; gmitchell@aahsa.org)

“What Community is Recession-Proof?” By Karen Montgomery, Spectrum White Paper, 11/9/09. This white paper analysis highlights the shared organizational characteristics of communities that are most apt to weather a recession. While no single strategy ensures complete protection from a financial downturn, much of this anecdotal evidence gleaned from Spectrum’s consulting experience is helpful for any proactive provider. (Contact Karen Montgomery for article requests; kmontgomery@spectrumconsults.com)

“The Asset and Income Profile of Residents in Seniors Care Communities.” By Norma B. Coe & Melissa Boyle, Center for Retirement Research at Boston College, September 2009. As the title suggests, this study reports the assets and income levels of residents in CCRCs, independent living communities, and assisted living communities. Using a broad array of existing sources, the authors help to identify the target demographics for each of these communities based on financial capabilities. (PDF is free for viewing)

“Back into the Pool.” By Melanie Evans, Modern Healthcare, 10/19/2009. Is the credit crisis over? Probably not, but the lending drought of the past year has seemed to dissipate as borrowers anxiously await new opportunities for growth. This article highlights some of the recent credit trends that occurred in the fall of 2009 and what to expect in 2010. (Article is free for viewing with website registration)

“Creating Purpose-Driven Communities.” By Kay Van Norman, The Journal on Active Aging, September/October 2009. Almost all not-for-profit providers have missions or visions that focus on enhancing the quality of life for their residents as well as the members of their community. This article examines some of the current models of resident-centered care and poses some considerations for senior living professionals to consider about advancing this concept into the future. (Article is available with an International Council on Active Aging membership)

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