

Meet the 2025
CHANGEMAKERS
OF SENIOR LIVING

BROUGHT TO YOU BY:  **YARDI** 

Meet the **2025** **CHANGEMAKERS** OF SENIOR LIVING

The Leaders Transforming Senior Living

For the past six years, Senior Housing News has recognized the leaders in senior living who aren't just adapting to change — they're driving it.

We asked this year's Changemakers for their top tips on managing change and how they are envisioning the future of senior living. Read on to hear what they had to say.



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AMY SILVA-MAGALHAES



DOUG SCHIFFER



ERIN SHADBOLT



GLEN LEWIS



JIM LYDIARD



JOE JEDLOWSKI



JON FLETCHER



KEN YOUNG



LAURIE SCHULTZ



Meet
AMY SILVA-MAGALHAES

CHIEF OPERATING OFFICER OF THE BRISTAL ASSISTED LIVING



WHAT ADVICE DO YOU HAVE FOR OTHER SENIOR LIVING COMPANIES IMPLEMENTING THEIR OWN CHANGEMAKING EFFORTS?

Start by listening, not just to residents but also to employees, families and industry peers. Collect feedback and identify areas of opportunity before you chart a path forward. Look outside of senior living — I always find inspiration from disruptive brands in other industries. Investing in change takes courage and patience, but the real key is building strong teams who are bought into the mission. Be transparent about why change is happening, involve key stakeholders from the beginning, and provide ample training and support to ensure its success.



COMPANY HEADQUARTERS
Ronkonkoma, N.Y.

FAST TAKE ON CHANGE

“Look outside senior living for inspiration.”



Meet
DOUG SCHIFFER

PRESIDENT AND CEO OF ALLEGRO LIVING



IS THE SENIOR LIVING INDUSTRY MOVING QUICKLY ENOUGH TO CHANGE IN THE WAYS IT NEEDS TO?

The process could always be faster, but I think the industry is getting better at recognizing the urgency. There's been a revised focus on operations, which is a wonderful thing. As the industry has matured, it has moved a bit from real estate-centered growth to operations-centered growth. There is a renewed focus that while the building components are very important, the ability of the operator to make a difference in the lives of the residents is paramount.



COMPANY HEADQUARTERS

St. Louis, Mo.

FAST TAKE ON CHANGE

“Do the research. Know specifically what you want to accomplish and then stick to it.”



Meet
ERIN SHADBOLT

CEO OF ASCENSION LIVING



WHAT ADVICE DO YOU HAVE FOR OTHER SENIOR LIVING COMPANIES IMPLEMENTING THEIR OWN CHANGEMAKING EFFORTS?

I advise senior living companies implementing change to engage frontline associates along the way. Don't assume leaders know how to implement change — change is hard, and we aren't born knowing [how to implement it]. I use the Lean framework, which relies on understanding people and systems and learning how to leverage them to bring about change. While this isn't the only framework, leaders should learn about several frameworks and implement change using a known framework, especially if they don't have deep experience managing change.



COMPANY HEADQUARTERS

St. Louis, Mo.

FAST TAKE ON CHANGE

“Change is hard, and most success comes from learning from a few failures.”



Meet
GLEN LEWIS

CEO OF ROSEVILLA



WHAT ADVICE WOULD YOU GIVE TO OTHER SENIOR LIVING ORGANIZATIONS PURSUING CHANGE?

Start with resident buy-in. If you want a vibrant community, residents need to feel ownership. Give them a seat at the table. They offer perspectives we don't have as a team. Also, take risks. Be willing to fail. Even if something doesn't work, maybe it makes enough noise to help someone else get it right. Don't fear failure — embrace it as part of the process.



COMPANY HEADQUARTERS

Portland, Ore.

FAST TAKE ON CHANGE

“I often ask, are we changing fast enough? And honestly, I don't think we are.”



Meet
JIM LYDIARD

CEO OF CENTERED CARE



IF YOU COULD WAVE A MAGIC WAND AND CHANGE ONE THING ABOUT THE SENIOR LIVING INDUSTRY, WHAT WOULD IT BE AND WHY?

“Affordable.” Anyone who knows me has heard me talk about the need for health care to be both accessible and affordable. The same is true for seniors housing. We are at a time where we need both more access (units) and certainly more than the average American with limited retirement savings can afford. The ugly truth is seniors housing suits only the most polarizing of our socioeconomic classes: the rich or the poor (Medicaid-funded, and only select states even allow Medicaid to fund assisted living). Those thriving in the coined “middle market” are few and far between.



COMPANY HEADQUARTERS

Wheat Ridge, Colo.

FAST TAKE ON CHANGE

“Be curious, be bold, don’t spare expenses on the care teams and clinical staff.”



Meet
JOE JEDLOWSKI

CEO OF DISTINCTIVE HEALTHCARE



IS THE SENIOR LIVING INDUSTRY MOVING QUICKLY ENOUGH TO CHANGE IN THE WAYS IT NEEDS TO?

Compared to the hospitality sector, I could argue we are not where we should be. Even as our business is more complex, we are lagging behind when it comes to capital infusion, product development and marketing.

And yet, there's a catch. Our resilience outpaces other industries. We reinvented senior living operations during the pandemic, adapting to constantly changing state and federal guidelines. We endured a workforce crisis, increased oversight by capital partners and record-high operational costs. Today it is not unusual for a regional operator to have five or more different equity partners, each with unique requirements, priorities and needs.

While the industry has shown remarkable resilience and adaptability, we have yet to prove our competence and capacity for innovation commensurate to expanding demand. There is room for more disruption in our space. We've had plenty of time to prepare, but we've been slow to infuse the capital required to meet the "tsunami" looming on the horizon.



COMPANY HEADQUARTERS

**Freehold Borough,
N.J.**

FAST TAKE ON CHANGE

“We can use data to guide change, but like all things in life, sometimes it backfires. When it doesn't work, it's important as an organization that we fail fast and pivot quickly.”



Meet
JON FLETCHER

PRESIDENT AND CEO OF PRESBYTERIAN HOMES & SERVICES



IF YOU COULD WAVE A MAGIC WAND AND CHANGE ONE THING ABOUT THE SENIOR LIVING INDUSTRY, WHAT WOULD IT BE AND WHY?

My priority would be to fix our workforce system by creating clearer pathways for immigration, credentialing and retention. The dedicated caregivers we need — those who are relationship-focused, mission-driven and tech-capable — are often overburdened. We must support them with competitive compensation, comprehensive benefits and affordable housing. Ultimately, reframing caregiving nationally as a respected and supported profession will be transformative.



COMPANY HEADQUARTERS
St. Paul, Minn.

FAST TAKE ON CHANGE

“Change that lasts comes from alignment, not just ambition.”



Meet
KEN YOUNG

PRESIDENT AND CEO OF UNITED CHURCH HOMES



IF YOU COULD WAVE A MAGIC WAND AND CHANGE ONE THING ABOUT THE SENIOR LIVING INDUSTRY, WHAT WOULD IT BE AND WHY?

I'd increase healthcare reimbursement to cover operating costs, allowing a margin to expand mission-driven services and technology — benefiting everyone.



COMPANY HEADQUARTERS

Marion, Ohio

FAST TAKE ON CHANGE

“Change often meets resistance due to human nature. I’ve learned transparency is key — frequent communication about the ‘why’ helps people embrace change.”



Meet
LAURIE SCHULTZ

PRINCIPAL AND CO-FOUNDER OF AVENUE DEVELOPMENT



IS THE SENIOR LIVING INDUSTRY MOVING QUICKLY ENOUGH TO CHANGE IN THE WAYS IT NEEDS TO?

The short answer is no. In just five years, by 2030, all Boomers will be aged 65 and better. U.S. Bureau data projects 30% growth in the over-65 population through 2040. American Housing Association data shows that 11% of those over 65 currently live in some form of senior housing. According to Capital Economics, if this trend continues, demand for senior housing will grow 50% in the next 16 years. Rental trends should also be considered. According to Zillow, those aged 50 and older make up 38% of U.S. renters. NIC research shows that adults aged 65-74 are the fastest-growing renter cohort — and that an additional 2.2 million adults 65+ will enter the rental market in the next decade.

We know that it takes three years on average to develop and build a new community from concept to opening. There will be serious gaps. The answers to demand must go beyond physical building restraints. We will need to incorporate programming and services in community-based settings or in purpose-built multi-use areas within our buildings.



COMPANY HEADQUARTERS
Indianapolis, Ind.

FAST TAKE ON CHANGE

“Change is not individual. It is a group movement with collective buy-in around the vision of the future.”

Meet the **2025** **CHANGEMAKERS** OF SENIOR LIVING

Navigate the Next Generation of Senior Living

Power your business with a single connected solution that eliminates the gap between senior living property management and clinical services.

The Yardi® Senior Living Suite gives you everything you need to improve care, enhance efficiency, mitigate risk and streamline reporting, all from one platform.



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