

Management Agent Profile

SolomontBailis Ventures, LLC, is a company established in 1998 by Alan Solomont and Susan Bailis to identify and develop innovative healthcare and eldercare services.

Drawing upon years of experience creating and managing successful programs for hospitals, nursing homes, senior housing, and community-based organizations, SBV offers clients an unusual combination of strengths: first-hand knowledge of day-to-day operations, a comprehensive view of elder services, and the ability to work effectively at the intersection of acute, post-acute, and long-term care.

Areas of Expertise

SBV has planning, development, operations, and management expertise that spans the extended-care continuum. We work extensively in the following areas:

- *Integrated Delivery Systems*
strategic planning, post-acute services, senior market strategies
- *Senior Housing and Assisted Living*
management, market feasibility, program development, marketing, operations improvement, financial performance
- *Skilled Nursing Facilities*
operations improvement, case-mix and acuity consultation, strategic planning
- *Private-Pay Homecare and Non-Medical Support Services*
market feasibility, program development, implementation, marketing
- *Corporate Eldercare*
dependent care benefits and work/family programs for corporate sponsors

Recent Engagements

For an academic medical center —

Evaluated options under the Medicare + Choice regulations, developed a comprehensive strategy for increasing the medical center's senior market share and services, and assessed the medical center's readiness to assume risk for an increasing number of Medicare beneficiaries.

For a community hospital —

Assessed the anticipated impact of Medicare prospective payment on an affiliated free-standing skilled nursing facility, identified strategic options to maintain the facility's presence in the community, and prepared an RFP to select an external manager.

For a private developer —

Assessed the market feasibility of a proposed independent/assisted senior housing campus in a suburban location.

For a publicly traded eldercare company —

Provided interim management of a private-pay homecare program with revenues in excess of \$1.5 million.

For a hospital-based healthcare network —

Advised on options to convert part of an under-utilized hospital campus into senior housing and related medical services.

For a religious organization —

Assessed staffing models at the organization's skilled nursing and assisted living facilities and identified opportunities to improve quality and efficiency as residents age in place.

Principals

SolomontBailis Ventures has assembled a team of uniquely qualified individuals to meet the complex needs of our clients. *Susan S. Bailis* and *Alan D. Solomont* are the founders of SBV, serving as advisors to the firm and contributing directly to projects that require their expertise. *Andrea Cohen*, *Robin Lipson* and *Ann Masterson* are Managing Directors of the firm, supervising a consulting staff that includes professional clinicians, administrators, financial analysts, and gerontologists with first-hand experience in every aspect of eldercare. All engagements are managed directly by a principal in the firm.

Susan S. Bailis is Co-Founder of SolomontBailis Ventures, bringing to the firm her many achievements as former President and C.E.O. of The A•D•S Group.

During Ms. Bailis' tenure with A•D•S, she guided the growth of a healthcare network that included 4,000 nursing home beds, 21 hospital-based transitional care units, 11 senior housing communities, and a private-pay homecare agency. Ms. Bailis joined A•D•S in 1986 after serving for several years as Associate Director of New England Medical Center.

Ms. Bailis has many professional and civic affiliations. She was the first long-term care expert to be named to the prestigious Prospective Payment Assessment Commission (ProPac) and is the immediate Past President of the Massachusetts Extended Care Federation. She currently serves on the boards of Combined Jewish Philanthropies and the Massachusetts Long Term Care Foundation, and she is on the executive committee of the Anti-Defamation League. She also serves on the boards of several public and private companies, including Lifeline Systems, Caprius, Healthdrive, and TravCorp.

Ms. Bailis' past academic appointments have included an assistant professorship in psychiatry at Tufts University School of Medicine and assistant professorships at Smith College, Simmons College, Boston University, and Boston College's Schools of Social Work. At present, Ms. Bailis is a Brandeis University trustee, Chairman of the Board of Overseers of the Florence Heller School at Brandeis, and Chair of the Simmons College Board of Trustees. Her numerous awards include the Brandeis Pride Award, the National Association of Social Workers' Social Worker of the Year Award, the Anti-Defamation League of New England's Maimonides Award for Healthcare Service, and *Inc. Magazine's* Entrepreneur Of the Year Award.

Ms. Bailis earned a B.A. with honors from Brandeis University and a M.S.W. from Simmons College School of Social Work.

Alan D. Solomont is Co-Founder of SolomontBailis Ventures, LLC. Before establishing this firm in 1998, Mr. Solomont was Founder, Chairman, and C.E.O. of The A•D•S Group, a management, development, and consulting organization that built New England's premier network of eldercare services. Under Mr. Solomont's leadership, A•D•S Management operated 23 nursing and sub-acute care facilities and 21 hospital-based transitional care units. A•D•S Senior Housing developed and managed assisted living facilities, several of which won national awards. These have included the Gold Seal Award for the nation's outstanding assisted living community, the Merit Award for Interior Design, and the Outstanding Design Award from the Boston Society of Architects.

Mr. Solomont recently served as the National Finance Chairman of the Democratic National Committee and was a delegate to the White House Conference on Aging and the White House Conference on Small Business. Presently a trustee of the Boston Medical Center, Mr. Solomont also serves on the boards of Jewish Community Housing for the Elderly, the Jewish Fund for Justice, and Combined Jewish Philanthropies of Greater Boston. In the past, Mr. Solomont has

been a member of the Massachusetts Hospital Association Board of Directors, President of the Massachusetts Federation of Nursing Homes, Chairman of the University of Lowell's Board of Trustees, and Vice-Chairman of the Board of the University of Massachusetts.

Mr. Solomont has been honored by several organizations, including the Arthritis Foundation, the Anti-Defamation League, the Massachusetts Long Term Care Foundation, the Massachusetts Democratic Party, Jewish Community Housing for the Elderly, and Rofeh International. In 1993, *Inc. Magazine* named him Entrepreneur of the Year in New England, and in 1994, he received an honorary doctorate of humane letters from the University of Massachusetts, Lowell.

Mr. Solomont graduated from Tufts University with a B.A. in Political Science and Urban Studies. He then pursued independent studies abroad as a Thomas J. Watson Fellow and later earned a B.S. in Nursing from the University of Lowell.

Forward Note: The projects described below were developed by Alan Solomont and Susan Bailis, the principals of Solomont Bailis Ventures, under the auspices of the ADS Group which was an eldercare management company they formed and led for over 12 years before selling it in 1996. Solomont Bailis Ventures, which was formed by the principals in 1998, is an eldercare management and consulting company.

Assisted Living Facilities Developed, Owned, or Managed by the Principals of Solomont Bailis Ventures

Goddard House in Brookline (Managed for Home for Aged Women)

Address: 165 Chestnut Street, Brookline, MA 02146
Open Date: December, 1996
of Units: 115 (20% Affordable), (40 Dementia Care)
Description: This community offers traditional assisted living, affordable units on the site of the former Brookline Hospital. The community provides 40 units that are specifically designed for those with Alzheimer's Disease.

Heritage at Cleveland Circle

Address: 50 Sutherland Road, Brighton, MA 02146
Open Date: April, 1995
of Units: 90 (20% Affordable)
Description: Located on the site of an old Jewish Community Center, the residence is adjacent to newly developed Child Care and Senior Centers. The residence is an active, vibrant part of the Jewish oriented community offering a new housing choice for area seniors.

Heritage at Danvers (Joint Venture w/ Northeast Health Systems)

Address: 9 Summer Street, Danvers, MA 01923
Open Date: October, 1997
of Units: 80 (20% Affordable), (28 Dementia Care)
Description: Residence is directly adjacent to Hunt Hospital and provides 28 units that are specifically designed for those with Alzheimer's Disease.

Heritage at Dartmouth (Joint Venture w/ Southcoast Health Systems)

Address: 239 Cross Road, N. Dartmouth, MA 02747
Open Date: August, 1997
of Units: 60 (20% Affordable)
Description: Situated on 16 wooded acres, this residence offers the residents a wide array of services and amenities to meet their individual needs.

Heritage at the Falls

Address: 2300 Washington Street, Newton, MA 02162
Open Date: July, 1996
of Units: 90 (20% Affordable), (26 Dementia Care)
Description: Residence provides traditional Heritage services in an suburban, easily accessible setting on the Charles River. The residence provides 26 units that are specifically designed for those with Alzheimer's Disease.

Heritage at Falmouth (Developed and managed for Falmouth Hospital)

Address: 140 Ter Heun Drive, Falmouth, MA 02540
Open Date: September, 1995
of Units: 56
Description: A serene, residential environment located on the campus of the Falmouth Hospital. This project was financed with tax-exempt borrowing.

Assisted Living Facilities Developed, Owned, or Managed by the Principals of Solomont Bailis Ventures (continued)

Heritage at Framingham (Developed and managed for MetroWest Health, Inc.)

Address: 747 Water Street, Framingham, MA 01701
Open Date: October, 1995
of Units: 88 (40 Dementia Care)
Description: This community offers two separate buildings with a wide variety of unit sizes and special programs for individuals needing assistance. The community provides 40 units which are specifically designed for those with Alzheimer's Disease. As a community benefit, the residence has designated 10% of its units to meet the needs of low income seniors. This project was financed with tax-exempt borrowing.

Heritage at Hingham

Address: 15 Condito Road, Hingham, MA 02158
Open Date: November, 1997
of Units: 70 (20% Affordable)
Description: The community, adjacent to a skilled nursing facility, offers an array of services and amenities in a beautiful residential setting.

Heritage at North Andover

Address: 700 Chickering Road, North Andover, MA 01845
Open Date: September, 1995
of Units: 98 (21 Dementia Care)
Description: This community offers quality services with an exquisite residential design and attractive views of the Merrimack Valley. The community provides 21 units that are specifically designed for those with Alzheimer's Disease.

Heritage at Vernon Court (Selected by City of Newton to develop site of old library)

Address: 430 Centre Street, Newton, MA 02158
Open Date: August, 1994
of Units: 115 (20% Affordable)
Description: This community was the first MHFA "Elder Choice" development offering affordable units with the latest design, amenities, and services in an elegant, comfortable home setting.

Senior Living Facilities Developed, Owned, or Managed by the Principals of Solomont Bailis Ventures

Cabot Park Village

Address: 280 Newtonville Avenue, Newton, MA 02160
Open Date: September, 1996
of Units: 100 (20% Affordable)
Description: An active Independent Senior Living Community, where residents enjoy wide and varied social, cultural and recreational activities, as well as scheduled transportation services.

Skilled Nursing Facilities Developed, Owned, or Managed by the Principals of Solomont Bailis Ventures in Massachusetts

Academy Manor, Andover, MA
Apple Valley Nursing and Rehabilitation Center, Ayer, MA
Boston Center for Rehabilitative & Subacute Care, Boston, MA
Coolidge House Nursing Care Center, Brookline, MA

(Joint Venture w/ Deaconess Nashoba Hospital)
(Joint Venture w/ Faulkner Hospital)

Skilled Nursing Facilities Developed, Owned, or Managed by the Principals of Solomont Bailis Ventures in Massachusetts (continued)

Courtyard Nursing Care Center, Medford, MA	(Joint Venture w/ Lawrence Mem., NE Medical Ctr)
Benjamin Healthcare Center, Roxbury, MA	(Managed for Non-Profit Entity)
Glynn Memorial Municipal Nursing Home, Haverill, MA	(Managed for City of Haverhill)
Goddard House, Boston, MA	(Managed for Home for Aged Women)
Heritage Nursing Care Center, Lowell, MA	
Mary Ann Morse Nursing Home, Natick, MA	(Managed for MetroWest Health System)
New England Pediatric Care, Billerica, MA	(Managed for NE Medical Center)
Palm Manor, Chelmsford, MA	
Prescott House Nursing Home, North Andover, MA	
Reservoir Nursing Home, Waltham, MA	
Sarah S. Brayton Nursing Care Center, Fall River, MA	(Joint Venture w/ Southcoast Health Systems)
Seacoast Nursing & Retirement Center, Gloucester, MA	(Managed for NE Health Systems)
Sutton Hill Nursing & Retirement Center, North Andover, MA	
University Commons Nursing Care Center, Worcester, MA	(Managed for UMASS Medical Center)
Village Manor Nursing Center, Boston, MA	(Managed for Faulkner Hospital)
Westford Nursing & Rehabilitation Center, Westford, MA	
Willow Manor Retirement & Nursing Home, Lowell, MA	
Wachusett Manor Nursing Home, Gardner, MA	

Hospital Based Transitional Care Units Managed by the Principals of Solomont Bailis Ventures

Adult TCU, Boston, MA	(Managed for NE Medical Center)
Beth Israel Deaconess TCU, Boston, MA	(Managed for Beth Israel Deaconess Medical Ctr)
Boston Medical Center TCU, Boston, MA	(Managed for Boston Medical Center)
Peter A. Chapman TCU, Plymouth, MA	(Managed for Jordan Hospital)
Charlton TCU, Fall River, MA	(Managed for Charlton Hospital)
Cummings Rehab & Nursing Center, Melrose, MA	(Managed for Melrose -Wakefield Hospital)
Emerson TCU, Concord, MA	(Managed for Emerson Hospital)
Framingham Union TCU, Framingham, MA	(Managed for MetroWest Medical Center)
Hutchins TCU, Somerville, MA	(Managed for Somerville Hospital)
Jordan Rehab & Nursing Center, Boston, MA	(Managed for NE Baptist Hospital)
Neponset Valley TCU, Norwood, MA	(Managed for Norwood Hospital)
The TCU at Leonard Morse, Natick, MA	(Managed for MetroWest Medical Center)
The TCU at Lowell General Hospital, Lowell, MA	(Managed for Lowell General Hospital)
Quincy Hospital TCU, Quincy, MA	(Managed for Quincy Hospital)
Riley TCU, Waltham, MA	(Managed for Deaconess Waltham Hospital)
St. Elizabeth's Medical Center TCU, Boston, MA	(Managed for St. Elizabeth's Medical Center)
The TCU at Brockton Hospital, Brockton, MA	(Managed for Brockton Hospital)
The TCU at Winchester Hospital, Winchester, MA	(Managed for Winchester Hospital)