

LZ 2000

19th Anniversary Edition



The nation's 200 largest not-for-profit senior living multi-sites,
government-subsidized housing multi-sites and single campuses

2022

LeadingAge®  Ziegler

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LZ 200

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Producing the LZ 200



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LeadingAge Ziegler 200. The nation's 200 largest not-for-profit multi-site senior living organizations.

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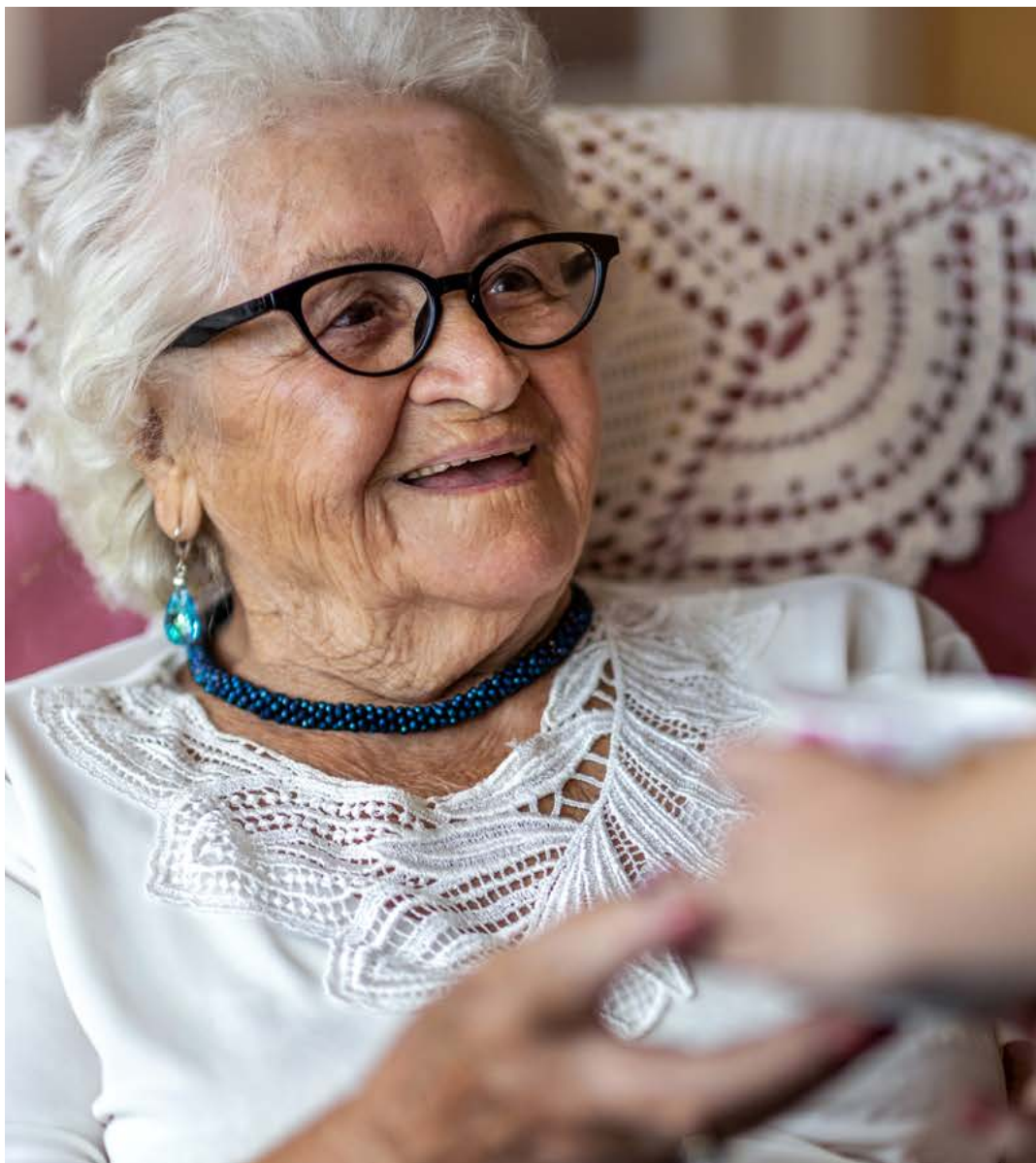
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Raising the Bar



LeadingAge members take responsibility for raising the bar in our field, as not-for-profit senior living providers. Ours is a public promise to expand the world of possibilities for aging to the best of our ability – and an internal pledge to always strive to fulfill that commitment through innovation and excellence. LeadingAge offers programs and resources, including this report, based on the latest senior living field-related research and knowledge.



A Note from LeadingAge

LeadingAge is pleased to partner with Ziegler to bring you the 19th edition of the LeadingAge Ziegler 200 ("LZ 200").

LeadingAge is pleased to partner with Ziegler to bring you the 19th edition of the LeadingAge Ziegler 200 ("LZ 200").

This publication has become an eagerly anticipated annual report of the largest, most complex not-for-profit senior living organizations since its inception in 2004. Our 2022 report demonstrates the significant role that LeadingAge member nonprofit organizations play in the aging services field. From the oldest to the newest, the largest to the smallest, each organization has a unique story that includes commitment, community engagement, stewardship, resilience, and a reputation for going above-and-beyond.

Today, LeadingAge members are creatively addressing complex challenges. Governing boards and senior leaders are engaging in effective strategic planning to reposition, grow, change, partner, innovate, and venture into new service possibilities. The following pages present a snapshot of the longstanding story of our members' enlightened leadership, transformation, and good works. By telling

their stories, these organizations are engaged in shared learning, offering their experiences and strategies to the entire field.

At the same time, they are helping to increase public understanding of the older adult services and supports our sector provides.

The LeadingAge Ziegler 200 is not designed to be a qualitative report, nor an endorsement of any specific organization. Each organization ranking represents strong governance and powerful leadership dedicated to quality services and long-term success.

LeadingAge is committed to serving as the trusted voice for aging for all providers in the older adult services field. I thank you for your interest and on-going support of this report.

A handwritten signature in black ink, appearing to read 'Katie Smith Sloan'.

Katie Smith Sloan
President and CEO
LeadingAge





Ziegler

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LeadingAge has been the ideal partner for this research initiative and we look forward to seeing providers, industry professionals and key stakeholders take full advantage of the wealth of information this publication provides.



A Note from Ziegler

We are excited to release the 19th edition of the LeadingAge Ziegler publication, compiling data from the largest 200 not-for-profit senior living providers in the country. LeadingAge has been the ideal partner for this research initiative and we look forward to seeing providers, industry professionals and key stakeholders take full advantage of the wealth of information this publication provides. This year's report highlighting the 200 largest not-for-profit providers, represents more than 300,000 market-rate units and nearly 1,600 market-rate communities across the country. The report also highlights the largest single-site providers, the largest providers of Affordable Housing for seniors and the providers who are providing sizeable management services to other senior living & care communities.

Each year, we strive to stay on top of the latest trends impacting not-for-profit senior living & care providers. This year's publication continues to include the core sections with the number of units and communities, but also reveals insight into additional trends in home and-community-based services, third-party management, rental Life Plan Communities (LPCs), technology adoption, joint ventures and future growth plans, to name a few. As has been observed across the

past several years, today's not-for-profit senior living & care providers are primarily growing through unit expansion and affiliation or acquisition activity.

We would sincerely like to thank the teams at LeadingAge and Ziegler who make this publication possible. We would also like to give a special thanks to all the providers who take the time to share their information and who embrace this publication year after year. As always, if you have any questions or feedback regarding the publication, we encourage you to reach out to us.

Enjoy the 2022 LeadingAge Ziegler 200 publication!



Daniel J. Hermann

Daniel J. Hermann
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The LeadingAge Ziegler 200



History

The LeadingAge Ziegler 200 (“LZ 200”) began when two organizations recognized the need to examine and better understand the not-for-profit senior living sector: LeadingAge, the nation’s largest association of not-for-profit aging service providers in the country, and Ziegler, one of the nation’s leading underwriters of financing for not-for-profit senior living providers.¹

In response to the growing industry and the value of this report, in 2014, it grew from the LZ 100 to the LZ 150 and in 2018 to the LZ 200. The combined expertise of LeadingAge and Ziegler yields a reliable, useful and valuable source of information.

The 2022 LeadingAge Ziegler 200 lists the largest not-for-profit systems providing aging services through senior living in the United States, in order of total owned market-rate units, as of **December 31, 2021**.

By sharing this current data, our goal is to illustrate the size of the not-for-profit segment of the senior living sector, in order to better raise awareness of the characteristics and overall trends of growing systems. Through this data, we also hope to further the understanding and delivery of successful senior living.

¹2021 ranking data and amounts provided by Refinitiv as of 12/31/21.

Chapter 1

Understanding the LeadingAge Ziegler 200

Importance of Not-for-Profits

LeadingAge and Ziegler believe that not-for-profit providers offer some of the best care and services in the country because of their passion and commitment to the not-for-profit philosophy. This dedicated enthusiasm of not-for-profits has inspired boards of directors, attracted volunteers and devoted staffs, and led to groundbreaking innovations in the way we care for the elderly. A mission-driven philosophy of service with dignity and respect for the person is the inherent benefit the families, residents, and clients of not-for-profit senior living communities have found (whether independent living, assisted living, nursing care, memory support, or home and community-based services).

Many not-for-profit providers rose from modest beginnings more than a century ago into vital community resources today. In fact, listed in the LeadingAge Ziegler 200 rankings are nearly 50 organizations that were founded more than 100 years ago! These organizations continue to build legacies of caring, giving, and selflessness while expanding their

capabilities and honing their skills -- striving to provide quality service for generations to come.

The LeadingAge Ziegler 200 (LZ 200)

The genesis of the LZ 200 research was to quench a thirst for answers related to the growth of not-for-profit systems. Ziegler had compiled extensive, but primarily anecdotal, information about not-for-profit senior living, gleaned through its experience in working with specific organizations. While useful, this information did not represent the not-for-profit senior living sector collectively. Ziegler had a host of questions it wished to answer for itself, its clients, and those interested in investing in the senior living sector, such as who are the largest senior living providers in the nation, how quickly are systems growing, and what trends are taking place with the type of growth.

By assembling and presenting the combined data and knowledge of LeadingAge and Ziegler, the LZ 200 publication answers many of these questions. From its inception, the creation of the LZ 200 was an innovative move for those involved with not-for-profit senior living. To our knowledge,



listing the largest not-for-profit senior living systems by the number of units they own and operate, representing the number of residents they serve, rather than by their financial success, created a new way of ordering systems, providing a fresh perspective on what was previously understood as a known market. The journey in creating and updating the LZ 200 annually has provided a wealth of data by which to understand and analyze the characteristics of senior living system providers' growth and change.

The organizations in the LZ 200 have made strategic decisions over the years, sometimes to expand to serve a broader community, while other times to dispose of communities and reposition a portfolio of properties and markets served. The LZ 200 is only the beginning of a profile of providers who are delivering services to the elderly community, both residential and home-based. Thousands of not-for-profit providers are playing an important role in the United States. We embrace each organization's contribution to the populations it serves. Regardless of an organizations size, not-for-profits are strong in numbers and bound by shared values.





Chapter 2

The Largest 200

A Quantitative Listing

LeadingAge and Ziegler are not the first to develop a listing of organizations or companies. Many common listings include qualitative factors, such as “best” or “worst” or “most successful.” Other listings are based on quantitative, objective measures alone. Following the footsteps of other well-known listings, the LZ 200 also uses a quantitative means of listing. The LZ 200 lists not-for-profit multi-site organizations based on the total number of senior living units (excluding government-subsidized [affordable] units) that each system owns and operates. The **Primary Ranking** is ranked by size – based on total units – carrying no qualitative value judgment in the ranking. Size does not connote quality, nor does it connote financial strength. Both LeadingAge and Ziegler want users of the data to see the LZ 200 as a statement of fact, not as an endorsement.

Methodology

Defining a Multi-site Organization

For the purposes of the LZ 200 listing and analyses, a multi-site organization, or system, has been defined as a **LeadingAge-member**

not-for-profit organization that owns and operates senior living on more than one campus. While it is understood that systems may also manage units they do not own, these managed, non-owned units are subject to frequent change and are therefore not included in the total unit count compiled in the LZ 200 **Primary Ranking**. However, we offer an examination of the extent to which the LZ 200 organizations manage units they do not own. (*Chapter 4: Organizational Characteristics*)

It is also understood that an organization may consider itself a system if they own, for example, a nursing home on one side of the street with independent living units on the other; or an organization may have multiple community types nearby and may market these communities independently of one another. While these types of organizations – with properties contiguous or in close proximity – were not considered systems in the first publication (2004), upon reconsideration we began to include them in subsequent publications (e.g., Willow Valley Communities [PA]).

It should be noted that systems composed primarily of government-subsidized (affordable) housing have been intentionally excluded from

the primary LZ 200 listing. Rankings for affordable housing providers are included in Chapter 6 of the report. In previous years, systems that were comprised primarily of acute or post-acute services or health care systems were also excluded. Beginning with the 2016 report, additional systems were included to reflect not-for-profit health systems that have a separate division, or ministry, with a distinct focus on operating as a senior living system. Two examples of such a system are Ascension Living and Trinity Health Senior Communities.

Compiling the Listing

The LeadingAge Directory of Members was a critical source in compiling the first ranking in the 2004 publication. Using the list of multi-community sponsors in the directory, Ziegler compiled a listing of providers and ordered the organizations on the list by each organization's number of total senior living units (excluding government-subsidized (affordable) housing units, which are, as mentioned earlier, ranked in a list of their own later in this publication).

For each organization, Ziegler attempted to trace its history of growth, starting with the date of inception. The pattern of growth for each system is created by recording the year in which change occurred—by expanding existing communities, building new communities, acquiring existing

communities, or disposing of communities or units. Web sites, official statements from bond offerings, ratings reports, and marketing materials were consulted to determine these changes in the first publication. The LeadingAge membership database is a resource for compilation of the listing, as are other public resources, but subsequent publications have verified data through written confirmations by staff members of the organizations themselves.

Data used for ranking the 2022 LZ 200 were provided and confirmed (“confirmation”) by 151 of the 200 organizations. Two confirmations were received from the “Over 200,” the organizations ranked from 201 to 221.

Although the information used for the compilation of the LZ 200 was provided in the majority of cases by the organizations themselves, some organizations cannot trace their histories to the degree of accuracy preferred for the LZ 200 analyses. In such cases, historical information has been extrapolated and the current information validated. For those analyses where detail was unavailable, unit mix in prior years with uncertain histories was approximated based on the most recent current mix data. The LZ 200's listing can be tabulated by any one of the variables tracked for the systems. Again, in no way should readers construe the ranking in any of the categories as a measure of quality, value, or endorsement.

Key Findings

- **An understanding of size ...** The systems range from 21,753 units to 402 units.
- **Information on unit mix ...** The 10 largest providers of senior living represent nearly 30% of the total number of units for all systems in LZ 200.
- **An appreciation of the rate of growth ...** In the last 10 years, the average annual growth rate in total units is 2.7%, with independent living and assisted living growth each year, but decline in the number of nursing care beds. Memory care units are becoming an increasingly important component of the annual unit counts, with 64% of the LZ 200 offering specialized memory care units.
- **Insights into type of growth ...** The LZ 200 have grown primarily through expansion, with the number of units via new campus growth having slowed in the past few years since the economic recession. Most of the growth in recent years has been from within existing campuses. At the same time, organizations continue to dispose of dated nursing homes or financially stressed communities. Recent years have also seen an uptick in the number of organizations growing through affiliation, acquisition or merger.
- **Home and community-based services ...** Growth is also taking place in the form of home-based services, such as home health, home care, adult-day care, continuing care at home (CCaH) programs or PACE (Program for All-Inclusive Care for the Elderly). Of the LZ 200, 42% offer some type of home and community-based services to non-residents. This year, the CCaH model, which had gained popularity in the past, is now offered by nearly 10% of the LZ 200 (2% less than last year).
- **A glimpse of the geography ...** The systems provide market-rate senior living in 43 states. Pennsylvania hosts the highest number of system headquarters in the LZ 200. Minnesota has the largest total number of communities, with 220.



- **Technology ...** On average, 65% of the LZ 200 communities have adopted electronic point of care/point of service documentation systems and electronic health/medical records. Adoption is generally lower for health and wellness technologies, such as medication monitoring or telehealth remote monitoring; and care/case management and coordination reveals that 57% use this software. A category added in 2020, social connectedness/resident engagement, reveals that 57% use this technology; and 40% system providers utilize more advanced analytical tools. Due to the pandemic, two new categories were added in 2021, 49% implemented staff and resident screening, and 48% added infection control technologies. In 2022, we added two new categories regarding robotic technology, 54% have implemented robotic process automation while 40% have added physical robotics.
- **Joint ventures and partnerships ...** Nearly 35% of LZ 200 organizations are engaged in a formal joint venture, most commonly with another provider, a health system or a home health/home care agency. This is slightly more than the 29% reported in the 2021 report.

Chapter 3

Rankings

The LZ 200 Not-for-profit Multi-site Senior Living Organization Rankings

Data can be ‘cut and sliced’ across a variety of time periods: one year, five years, 10 years, or more. The growth of some LZ 200 organizations may be most dramatic across a five-year period; others may have more change across a 10-year period. Nearly every listing of this sort focuses first, however, on annual change. Therefore, the **Primary Ranking** (Chart 3-1a) of the LZ 200 is by total senior living units with the 2022 and 2021 rank shown. Charts 3-1b-d rank the organizations by market-rate independent living units, by assisted living units and, finally, by nursing care beds. When the 2022 Rank is referenced in subsequent charts, this refers to the **Primary Ranking** of multi-site organizations.

The 2022 Rank column displays the numerical ranking of each system according to its 12/31/21 data within the LZ 200 for each of the four listings: 1) Total Senior Living Units, i.e., the **Primary Ranking** (Chart 3-1a); 2) Total Independent Living Units (Chart 3-1b); 3) Total Assisted Living Units (Chart 3-1c); and 4) Total Nursing Care Beds (Chart 3-1d).

An organization’s ranking in each respective listing may change depending on the composition of its unit mix, that is, the mix of independent living units to assisted living units to nursing units within its system of communities.

The 2021 Rank shows the numerical ranking of the listed organization in last year’s publication (according to its 12/31/20 data) listing of the same type. The organizations that show “NR” (Not Ranked) were not included in the LZ 200 rankings for 2020. Also note that with the increase to the largest 200 in the 2020 publication, the “Over 200” connotes a different meaning than in previous years when the rankings ended at 100. The “Over 200” in the current publication represent organizations ranked 201 through 221 as of 12/31/2021.

System Name. The **Primary Ranking** uses the current system name as of the time of publication. See Chapter 4 for additional information on these specific organizations.

State. This field notes the location of the system’s corporate headquarters. For example, Covenant Living Communities & Services

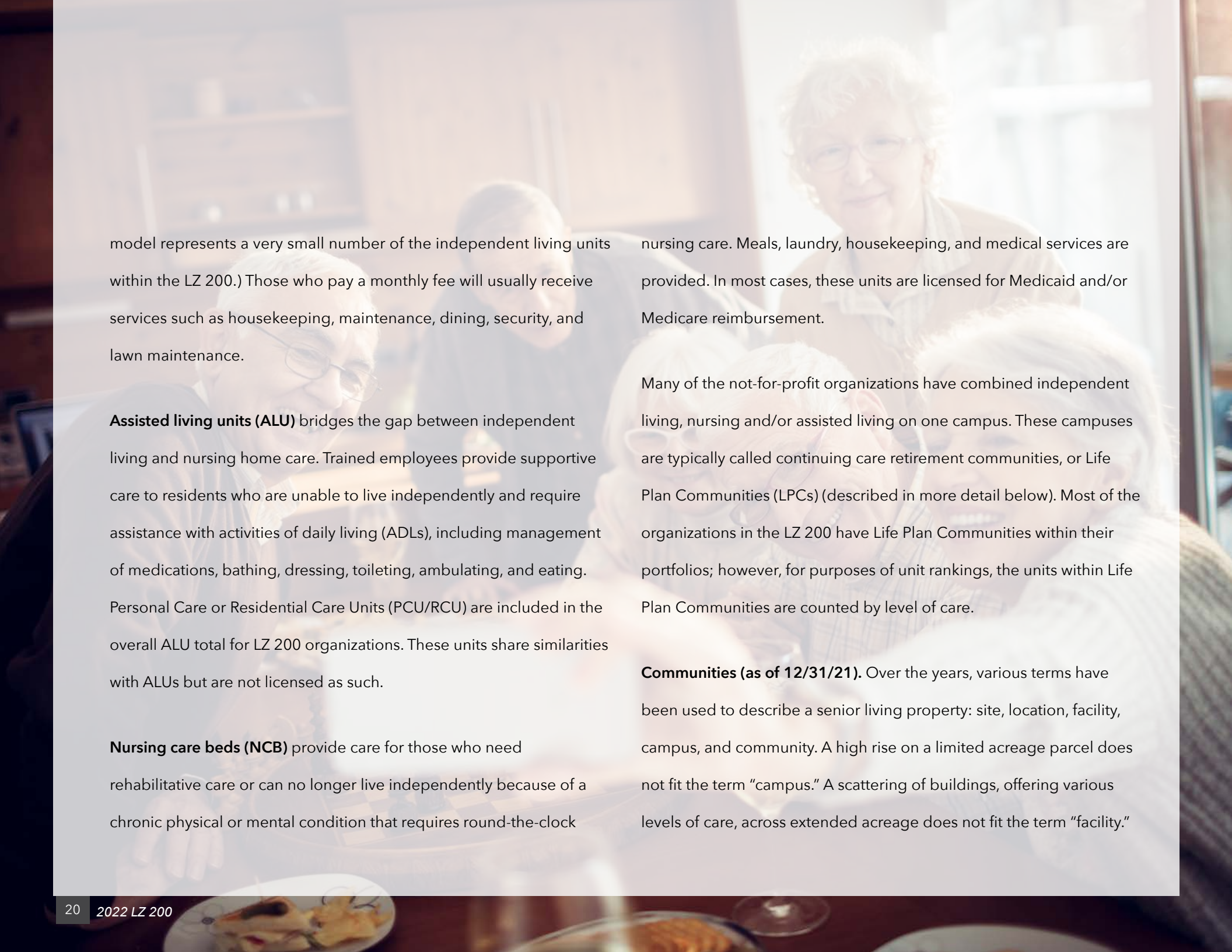
provides senior living in multiple states. The state shown for this organization is Illinois (IL), the location of its headquarters.

Units (as of 12/31/21). The systems listed in the 2022 LZ 200 are ranked by totaling the units owned by the system in each of three primary types of senior living as of 12/31/21. Managed communities that are not owned are discussed later in the publication (*Chapter 4*) and are not included in the total community count compiled in the LZ 200 Primary Ranking. Government-subsidized (affordable housing) units are also excluded from this count, but are presented for each of the LZ 200 organizations in subsequent listings (*Chapter 6*).

Total. The Total column is the sum of the units listed in each of the three different levels of care (described in more detail below). This total is the variable by which the LZ 200 is ranked for the **Primary Ranking**.

Independent living units (ILU) may be composed of apartments, duplexes, triplexes, quadplexes, or single-family homes. Typically, residents in independent living units pay a combination of a monthly fee and one-time entrance fee. (Note: some residents own these units, but this type of equity





model represents a very small number of the independent living units within the LZ 200.) Those who pay a monthly fee will usually receive services such as housekeeping, maintenance, dining, security, and lawn maintenance.

Assisted living units (ALU) bridges the gap between independent living and nursing home care. Trained employees provide supportive care to residents who are unable to live independently and require assistance with activities of daily living (ADLs), including management of medications, bathing, dressing, toileting, ambulating, and eating. Personal Care or Residential Care Units (PCU/RCU) are included in the overall ALU total for LZ 200 organizations. These units share similarities with ALUs but are not licensed as such.

Nursing care beds (NCB) provide care for those who need rehabilitative care or can no longer live independently because of a chronic physical or mental condition that requires round-the-clock

nursing care. Meals, laundry, housekeeping, and medical services are provided. In most cases, these units are licensed for Medicaid and/or Medicare reimbursement.

Many of the not-for-profit organizations have combined independent living, nursing and/or assisted living on one campus. These campuses are typically called continuing care retirement communities, or Life Plan Communities (LPCs) (described in more detail below). Most of the organizations in the LZ 200 have Life Plan Communities within their portfolios; however, for purposes of unit rankings, the units within Life Plan Communities are counted by level of care.

Communities (as of 12/31/21). Over the years, various terms have been used to describe a senior living property: site, location, facility, campus, and community. A high rise on a limited acreage parcel does not fit the term “campus.” A scattering of buildings, offering various levels of care, across extended acreage does not fit the term “facility.”

We believe the best all-encompassing word to use is “community.” The communities examined are life plan communities (**LPC**), independent living communities (**IL**), assisted living communities (**AL**), and nursing homes (**NH**). It is important to note that a single Life Plan Community may include ILU (independent living units), and/or ALU (assisted living units), and/or NCB (nursing care beds), but will contain at least independent living and nursing care.² The Life Plan Community’s resident payment plans may include entrance fee, condo/co-op, and/or rental programs. Generally, the majority of the Life Plan Community’s units are not NCB. For communities listed as IL, AL or NH, these are communities whose primary unit mix is reflected by the name (e.g. IL community being predominantly Independent Living units.) In a

number of cases, these communities may also offer an additional level of care (e.g. Independent Living along with Assisted Living being listed as an “IL” community). In these instances, the predominant level of care determines the community label. The systems listed in the LZ 200 are ranked by totaling the communities owned by the system in these four key areas: LPCs, IL, AL, and NH.

The Over 200. The LZ 200 stops at the 200th largest not-for-profit system, leaving some senior living systems just beyond the list’s cut-off. The “Over 200” is a listing of the over 200 systems tracked by Ziegler and sorted alphabetically and determined by size.

² The definition of Life Plan Communities (LPC) used by Ziegler in its 2009 *Ziegler National CCRC Listing & Profile* includes the qualifying factor that, at a minimum, a community must offer both independent living and nursing services. This may not be consistent with how organizations classify their communities for this LZ 200 research.

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations Ranked by Total Senior Living Units

2022 Rank	2021 Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
1	1	National Senior Campuses, Inc.	MA	21,753	19,026	1,720	1,007	16	16	0	0	0
2	2	The Evangelical Lutheran Good Samaritan Society	SD	15,447	4,795	2,110	8,542	141	53	8	9	71
3	3	Acts Retirement Services, Inc.	PA	9,404	6,739	1,139	1,526	26	26	0	0	0
4	4	Presbyterian Homes and Services	MN	9,391	5,027	2,792	1,572	55	16	36	0	3
5	5	Ascension Living	MO	6,692	1,800	1,203	3,689	35	9	5	2	19
6	6	HumanGood	CA	5,821	3,586	1,138	1,097	22	21	1	0	0
7	9	Covenant Living Communities & Services	IL	5,432	3,499	906	1,027	18	14	2	1	1
8	8	Lifespace Communities, Inc.	IA	5,279	3,635	672	972	14	14	0	0	0
9	7	Trinity Health Senior Communities	MI	5,136	1,942	1,165	2,029	33	6	10	2	15
10	10	Benedictine	MN	4,576	879	1,569	2,128	33	10	3	3	17
11	11	Westminster Retirement Communities of Florida	FL	4,224	2,924	519	781	10	10	0	0	0
12	12	Retirement Housing Foundation	CA	4,139	2,642	886	611	18	9	8	1	0
13	22	Front Porch Communities and Services & Covia Communities	CA	4,136	3,323	159	654	19	10	9	0	0
14	14	Lutheran Senior Services	MO	3,704	1,825	792	1,087	11	9	0	1	1
15	16	Asbury Communities, Inc.	MD	3,686	2,215	562	909	9	9	0	0	0
16	15	Cassia	MN	3,509	0	2,129	1,380	47	0	0	30	17
17	13	The Kendal Corporation	PA	3,505	2,321	697	487	11	9	1	0	1
18	18	Pacific Retirement Services	OR	3,364	2,561	398	405	10	10	0	0	0
19	17	Presbyterian Senior Living	PA	3,186	1,831	556	799	16	11	3	2	0
20	20	Otterbein SeniorLife	OH	3,182	1,353	699	1,130	18	9	0	0	9
21	23	Concordia Lutheran Ministries	PA	2,965	1,038	1,264	663	15	6	0	7	2
22	19	Ohio Living	OH	2,898	1,620	454	824	12	9	1	0	2
23	21	The Carmelite System, Inc.	NY	2,898	51	498	2,349	15	1	0	3	11
24	24	Masonic Villages of the Grand Lodge of Pennsylvania	PA	2,576	1,624	269	683	5	3	1	0	1
25	27	Transforming Age	WA	2,543	1,759	706	78	18	3	7	8	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Total Senior Living Units

2022 Rank	2021 Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
26	25	Springpoint Senior Living	NJ	2,532	1,732	309	491	9	8	0	0	1
27	26	Volunteers of America	VA	2,484	604	873	1,007	23	4	2	9	8
28	29	Christian Horizons	MO	2,215	417	312	1,486	12	8	2	2	0
29	31	Christian Care Companies	AZ	2,164	1,687	409	68	6	0	5	0	1
30	30	Presbyterian Manors of Mid America	KS	2,130	850	538	742	15	14	0	1	0
31	32	Ecumen	MN	2,109	376	1,391	342	30	0	5	20	5
32	34	Willow Valley Communities	PA	2,095	1,597	198	300	3	3	0	0	0
33	39	National Church Residences	OH	2,078	1,215	716	147	13	3	1	9	0
34	37	WesleyLife	IA	1,968	869	399	700	11	9	0	0	2
35	35	Homewood Retirement Centers, Inc.	MD	1,897	1,157	289	451	5	4	1	0	0
36	36	Greencroft Communities	IN	1,874	668	582	624	9	7	0	2	0
37	38	ArchCare	NY	1,782	0	59	1,723	6	0	0	1	5
38	41	United Church Homes, Inc.	OH	1,775	837	239	699	14	5	5	0	4
39	40	Bethesda Senior Living Communities	CO	1,707	111	1,596	0	18	0	2	16	0
40	47	BHI Senior Living, Inc.	IN	1,705	580	773	352	5	5	0	0	0
41	42	Franciscan Communities, Inc.	IL	1,704	744	345	615	9	5	1	3	0
42	46	Covenant Health	MA	1,696	0	364	1,332	14	0	0	4	10
43	43	Buckner Retirement Services, Inc.	TX	1,688	1,018	344	326	6	6	0	0	0
44	44	Loretto	NY	1,684	210	551	923	9	1	2	4	2
45	50	Bethesda Health Group, Inc.	MO	1,667	727	78	862	12	0	6	2	4
46	48	Presbyterian SeniorCare Network	PA	1,595	514	405	676	7	7	0	0	0
47	66	Immanuel	NE	1,589	911	447	231	19	8	2	7	2
48	45	Eskaton	CA	1,568	442	640	486	12	1	1	7	3
49	49	Hebrew SeniorLife	MA	1,542	654	115	773	4	2	1	0	1
50	51	Baptist Village Communities	OK	1,521	939	257	325	12	3	8	1	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Total Senior Living Units

2022 Rank	2021 Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
51	52	Magnolia Manor, Inc.	GA	1,483	339	335	809	8	2	4	1	1
52	53	Mississippi Methodist Senior Services, Inc.	MS	1,460	786	354	320	12	2	8	0	2
54	63	LifeSpire of Virginia	VA	1,420	866	327	227	5	5	0	0	0
55	55	Presbyterian Homes	IL	1,402	824	237	341	4	3	1	0	0
53	56	Lutheran Life Communities	IL	1,402	408	310	684	5	4	0	0	1
56	54	Providence Life Services	IL	1,361	767	312	282	7	1	4	1	1
57	57	Lutheran Services Carolinas	NC	1,338	311	295	732	8	2	1	0	5
58	58	Masonicare	CT	1,326	651	309	366	7	2	2	2	1
59	59	Methodist Retirement Communities	TX	1,316	629	393	294	7	5	1	1	0
60	61	SantaFe Senior Living, Inc.	FL	1,306	876	316	114	3	2	1	0	0
61	62	Presbyterian Villages of Michigan	MI	1,288	902	284	102	10	1	7	2	0
62	64	Heritage Ministries	NY	1,268	363	221	684	8	4	2	1	1
63	65	National Lutheran Communities and Services	MD	1,255	697	247	311	4	3	0	1	0
64	67	Wesley Enhanced Living	PA	1,238	646	232	360	6	6	0	0	0
65	68	American Baptist Homes of the Midwest	MN	1,220	359	272	589	7	5	0	0	2
66	33	Diakon	PA	1,219	615	192	412	4	4	0	0	0
67	71	Western Home Services	IA	1,213	616	314	283	5	2	2	0	1
68	70	Holland Home	MI	1,212	750	303	159	2	2	0	0	0
69	69	UMRC and Porter Hills	MI	1,199	678	335	186	6	3	2	1	0
70	72	SpiriTrust Lutheran	PA	1,187	554	289	344	6	6	0	0	0
71	73	Friendship Villages of St. Louis	MO	1,184	814	136	234	2	2	0	0	0
72	74	Phoebe Ministries	PA	1,163	370	259	534	4	4	0	0	0
73	96	Wesley Homes	WA	1,160	762	214	184	4	2	2	0	0
74	76	United Methodist Homes	NY	1,134	437	271	426	4	3	0	1	0
75	77	Pinnacle Living	VA	1,125	544	391	190	5	5	0	0	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Total Senior Living Units

2022 Rank	2021 Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
76	94	Sequoia Living, Inc.	CA	1,116	844	136	136	4	4	0	0	0
77	79	Ingleside	MD	1,112	832	157	123	3	3	0	0	0
78	78	Friendship Senior Options	IL	1,111	685	184	242	2	2	0	0	0
79	86	Baruch Senior Ministries	MI	1,080	6	1,074	0	27	0	0	27	0
80	75	Eventide	MN	1,077	65	460	552	5	5	0	0	0
81	151	Legacy Lifecare fka Chelsea Jewish Lifecare	MA	1,064	0	367	697	5	0	0	0	5
82	136	Christian Health Care Center	NJ	1,049	617	134	298	7	0	5	1	1
83	83	Life Enriching Communities	OH	1,039	592	182	265	3	3	0	0	0
84	84	The Presbyterian Homes, Inc.	NC	1,028	706	133	189	3	3	0	0	0
85	83	Lutheran Homes of South Carolina, Inc.	SC	1,018	424	243	351	5	5	0	0	0
86	85	Christian Care Communities	KY	1,016	432	179	405	8	3	2	1	2
87	81	Walker Methodist	MN	1,009	328	421	260	7	1	4	1	1
88	89	Presbyterian Communities of South Carolina	SC	996	411	311	274	6	6	0	0	0
89	87	Felician Services, Inc.	IL	990	177	268	545	8	2	2	1	3
90	80	Lutheran SeniorLife	PA	987	492	192	303	11	2	8	0	1
91	88	Blue Skies of Texas	TX	984	728	129	127	2	2	0	0	0
92	91	UMRH, Inc.	NC	983	641	140	202	3	3	0	0	0
93	90	Liberty Lutheran Services	PA	978	443	318	217	5	3	1	1	0
94	92	Saint Therese	MN	965	467	133	365	5	3	0	1	1
95	95	RiverWoods Group	NH	955	681	175	99	3	3	0	0	0
96	93	EveryAge fka United Church Homes and Services	NC	955	537	90	328	3	3	0	0	0
97	97	Christian Living Communities	CO	924	420	312	192	6	3	0	3	0
98	98	St John's	NY	916	403	38	475	4	0	1	1	2
99	99	St. Ann's Home for the Aged	NY	913	296	75	542	3	2	1	0	0
100	101	Haverland Carter Lifestyle Group	NM	890	410	373	107	4	2	0	2	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Total Senior Living Units

2022 Rank	2021 Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
101	102	Masonic Homes Kentucky	KY	887	449	151	287	3	2	1	0	0
102	103	United Methodist Communities	NJ	884	88	548	248	4	1	0	3	0
103	104	St. Andrew's Resources for Seniors System	MO	877	379	208	290	6	1	2	1	2
104	100	Givens Communities	NC	869	713	44	112	2	2	0	0	0
105	105	Menno Haven, Inc.	PA	869	486	223	160	2	2	0	0	0
106	106	Sun Health Services	AZ	867	637	115	115	3	3	0	0	0
107	107	Goodwin House Incorporated	VA	850	580	121	149	2	2	0	0	0
108	108	Mather	IL	848	712	59	77	3	2	1	0	0
109	109	Garden Spot Communities	PA	845	621	105	119	2	1	0	0	1
110	111	The New Jewish Home	NY	838	24	0	814	3	0	1	0	2
111	110	Living Branches	PA	834	459	232	143	3	2	0	1	0
112	NR	Alliance Health & Human Services	MA	824	0	0	824	8	0	0	0	8
113	112	Lutheran Social Ministries of Maryland	MD	822	637	70	115	2	2	0	0	0
114	123	The Moorings, Incorporated	FL	814	594	114	106	3	1	2	0	0
115	113	Presbyterian Homes of Georgia	GA	814	330	149	335	3	3	0	0	0
116	114	LutherCare	PA	810	473	126	211	3	0	2	0	1
117	115	Landis Communities	PA	808	545	160	103	3	1	1	1	0
118	NR	Westminster-Canterbury on Chesapeake Bay	VA	806	618	80	108	2	1	1	0	0
119	117	Methodist Homes of Alabama & Northwest Florida	AL	803	39	339	425	5	1	0	3	1
120	119	Simpson Senior Services	PA	802	454	170	178	3	3	0	0	0
121	118	Wesley Willows	IL	800	546	163	91	2	1	1	0	0
122	120	Oakwood Lutheran Senior Ministries	WI	795	492	193	110	2	2	0	0	0
123	121	Sunnyside Communities	VA	789	500	157	132	3	3	0	0	0
124	122	Vista Prairie Communities	MN	789	100	689	0	9	0	0	9	0
125	NR	Marquardt Village, Inc.	WI	774	201	243	330	4	2	0	0	2

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Total Senior Living Units

2022 Rank	2021 Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
126	124	Amsterdam Continuing Care Health System, Inc.	NY	771	229	44	498	2	1	0	0	1
127	125	Grace Inspired Ministries	PA	767	451	151	165	2	2	0	0	0
128	126	United Church of Christ Homes	PA	766	267	124	375	6	4	2	0	0
129	127	Samaritas	MI	761	293	120	348	5	1	2	0	2
130	128	Christian Care Communities & Services	TX	760	412	229	119	3	3	0	0	0
131	129	Brazos Presbyterian Homes Inc.	TX	747	425	121	201	3	3	0	0	0
132	116	Messiah Lifeways	PA	741	442	164	135	2	1	1	0	0
133	130	Benevolent Corporation Cedar Community	WI	737	422	225	90	6	1	3	2	0
134	132	Bethany Lutheran Homes, Inc.	WI	726	282	321	123	10	2	1	6	1
135	133	Emerald Communities	WA	725	527	107	91	2	2	0	0	0
136	134	Episcopal SeniorLife Communities	NY	709	334	193	182	9	0	5	3	1
137	135	Morningside Ministries	TX	708	434	134	140	3	2	1	0	0
138	131	Ohio Masonic Home	OH	706	301	241	164	3	2	1	0	0
139	137	United Methodist Memorial Home	IN	699	188	255	256	3	3	0	0	0
140	146	Maple Knoll Communities, Inc.	OH	694	400	91	203	2	2	0	0	0
141	138	LifeStream Complete Senior Living, Inc.	AZ	694	369	158	167	4	1	2	1	0
142	140	The Wesley Communities	OH	678	338	234	106	3	1	2	0	0
143	141	United Lutheran Program for the Aging, Inc.	WI	678	320	206	152	5	0	1	3	1
144	142	Vincentian Collaborative Services	PA	675	66	82	527	4	2	0	0	2
145	144	Elder Care Alliance	CA	658	135	464	59	5	1	1	3	0
146	145	Baptist Senior Family aka Baptist Homes Society	PA	653	326	138	189	2	1	0	0	1
147	147	Community Wellness Partners, Inc.	NY	640	124	0	516	4	0	1	1	2
148	139	Sunset Senior Communities	MI	636	324	312	0	4	0	2	2	0
149	148	Smith Senior Living	IL	636	322	144	170	2	2	0	0	0
150	149	Wellspring Lutheran Services	MI	635	125	169	341	9	1	2	2	4

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Total Senior Living Units

2022 Rank	2021 Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
151	152	Baptist Retirement Homes of North Carolina, Inc.	NC	603	262	140	201	4	2	0	1	1
152	160	Episcopal Communities & Services	CA	594	443	110	41	4	3	0	1	0
153	154	Shepherd of the Valley Lutheran Retirement Services	OH	587	238	229	120	4	2	1	0	1
154	155	Lutheran Life Villages	IN	577	183	69	325	4	2	0	0	2
155	156	Episcopal Retirement Services	OH	576	267	115	194	3	3	0	0	0
156	157	Friends Homes, Inc.	NC	568	359	100	109	2	2	0	0	0
157	158	Havenwood Heritage Heights	NH	567	367	63	137	2	2	0	0	0
158	159	Ebenezer Society	MN	567	0	320	247	8	0	0	5	3
159	161	Bethel	NY	563	170	130	263	5	1	1	1	2
160	NR	The Legacy Senior Communities	TX	557	298	145	114	2	2	0	0	0
161	143	St. John's United	MT	557	204	167	186	5	4	0	1	0
162	163	Friendly Senior Living	NY	555	298	57	200	4	0	2	1	1
163	164	Sholom Community Alliance	MN	552	153	142	257	5	0	1	2	2
164	200	Bethesda	MN	549	146	123	280	3	0	1	1	1
165	NR	Bluestem Communities	KS	544	321	65	158	2	2	0	0	0
166	165	Church Homes, Inc.	CT	542	319	24	199	2	2	0	0	0
167	162	Christian Village Communities	OH	542	189	205	148	2	2	0	0	0
168	166	Cardinal Ritter Senior Services	MO	541	205	90	246	4	1	1	1	1
169	NR	Brooke Grove Foundation	MD	541	40	183	318	3	1	0	1	1
170	167	Medford Leas	NJ	537	394	119	24	2	1	1	0	0
171	168	EHM Senior Solutions	MI	529	112	70	347	8	1	3	2	2
172	169	The Lutheran Home Association	WI	525	161	157	207	6	2	1	2	1
173	150	CRISTA Senior Living	WA	524	374	150	0	2	0	1	1	0
174	173	Rockwood Retirement Communities	WA	521	344	132	45	2	2	0	0	0
175	170	Redstone Presbyterian SeniorCare	PA	516	305	134	77	3	1	2	0	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Total Senior Living Units

2022 Rank	2021 Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
176	171	LindenGrove Communities	WI	511	0	258	253	4	4	0	0	0
177	172	United Methodist Homes, Inc.	CT	507	90	297	120	3	1	0	2	0
178	174	Judson Services, Inc.	OH	500	227	135	138	2	1	1	0	0
179	178	Knute Nelson	MN	494	211	200	83	7	0	2	4	1
180	177	Eliza Jennings Senior Care Network	OH	486	175	89	222	3	1	0	1	1
181	186	St. Paul's Senior Services	CA	482	134	289	59	4	0	1	2	1
182	175	Bethany St. Joseph Corporation	WI	473	135	158	180	12	0	5	5	2
183	179	Deaconess Abundant Life Communities	MA	469	283	144	42	3	1	1	1	0
184	180	Presbyterian Homes and Services of Kentucky	KY	466	185	0	281	4	0	0	2	2
185	182	The Lutheran Home and Harwood Place	WI	461	170	104	187	4	0	1	2	1
186	188	Beechwood Continuing Care, Inc.	NY	460	188	0	272	3	0	1	0	2
187	184	The Loomis Communities	MA	459	359	58	42	3	3	0	0	0
188	185	Good Shepherd Communities	NY	457	192	99	166	3	1	0	0	2
189	153	Genacross Lutheran Services	OH	457	137	135	185	2	1	1	0	0
190	187	Michigan Masonic Homes	MI	442	38	155	249	2	1	0	0	1
191	195	Clark Retirement Community, Inc.	MI	441	247	155	39	2	2	0	0	0
192	189	Willow Brook Christian Communities	OH	437	230	123	84	3	2	0	1	0
193	181	Allegheny Lutheran Social Ministries	PA	431	183	96	152	3	3	0	0	0
194	190	Baptist Life Communities	KY	428	150	60	218	6	1	2	1	2
195	191	Skaalen Retirement Service, Inc.	WI	421	229	101	91	8	0	4	3	1
196	NR	Wesbury	PA	418	117	91	210	2	1	1	0	0
197	193	Community First Solutions	OH	413	184	101	128	3	2	0	0	1
198	192	A.G. Rhodes	GA	413	0	0	413	3	0	0	0	3
199	198	Parker Health Group	NJ	407	0	60	347	5	0	0	1	4
200	194	SCBMA	SC	402	94	134	174	2	2	0	0	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations Ranked by Independent Living Units

2022 IL Rank	2021 IL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
1	1	National Senior Campuses, Inc.	MA	21,753	19,026	1,720	1,007	16	16	0	0	0
2	2	Acts Retirement Services, Inc.	PA	9,404	6,739	1,139	1,526	26	26	0	0	0
3	4	Presbyterian Homes and Services	MN	9,391	5,027	2,792	1,572	55	16	36	0	3
4	3	The Evangelical Lutheran Good Samaritan Society	SD	15,447	4,795	2,110	8,542	141	53	8	9	71
5	5	Lifespace Communities, Inc.	IA	5,279	3,635	672	972	14	14	0	0	0
6	6	HumanGood	CA	5,821	3,586	1,138	1,097	22	21	1	0	0
7	7	Covenant Living Communities & Services	IL	5,432	3,499	906	1,027	18	14	2	1	1
8	12	Front Porch Communities and Services & Covia Communities	CA	4,136	3,323	159	654	19	10	9	0	0
9	8	Westminster Retirement Communities of Florida	FL	4,224	2,924	519	781	10	10	0	0	0
10	9	Retirement Housing Foundation	CA	4,139	2,642	886	611	18	9	8	1	0
11	10	Pacific Retirement Services	OR	3,364	2,561	398	405	10	10	0	0	0
12	11	The Kendal Corporation	PA	3,505	2,321	697	487	11	9	1	0	1
13	13	Asbury Communities, Inc.	MD	3,686	2,215	562	909	9	9	0	0	0
14	17	Trinity Health Senior Communities	MI	5,136	1,942	1,165	2,029	33	6	10	2	15
15	16	Presbyterian Senior Living	PA	3,186	1,831	556	799	16	11	3	2	0
16	15	Lutheran Senior Services	MO	3,704	1,825	792	1,087	11	9	0	1	1
17	14	Ascension Living	MO	6,692	1,800	1,203	3,689	35	9	5	2	19
18	20	Transforming Age	WA	2,543	1,759	706	78	18	3	7	8	0
19	18	Springpoint Senior Living	NJ	2,532	1,732	309	491	9	8	0	0	1
20	19	Christian Care Companies	AZ	2,164	1,687	409	68	6	0	5	0	1
21	22	Masonic Villages of the Grand Lodge of Pennsylvania	PA	2,576	1,624	269	683	5	3	1	0	1
22	21	Ohio Living	OH	2,898	1,620	454	824	12	9	1	0	2
23	23	Willow Valley Communities	PA	2,095	1,597	198	300	3	3	0	0	0
24	25	Otterbein SeniorLife	OH	3,182	1,353	699	1,130	18	9	0	0	9
25	27	National Church Residences	OH	2,078	1,215	716	147	13	3	1	9	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Independent Living Units

2022 IL Rank	2021 IL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
26	26	Homewood Retirement Centers, Inc.	MD	1,897	1,157	289	451	5	4	1	0	0
27	29	Concordia Lutheran Ministries	PA	2,965	1,038	1,264	663	15	6	0	7	2
28	28	Buckner Retirement Services, Inc.	TX	1,688	1,018	344	326	6	6	0	0	0
29	31	Baptist Village Communities	OK	1,521	939	257	325	12	3	8	1	0
30	61	Immanuel	NE	1,589	911	447	231	19	8	2	7	2
31	32	Presbyterian Villages of Michigan	MI	1,288	902	284	102	10	1	7	2	0
32	34	Benedictine	MN	4,576	879	1,569	2,128	33	10	3	3	17
33	35	SantaFe Senior Living, Inc.	FL	1,306	876	316	114	3	2	1	0	0
34	40	WesleyLife	IA	1,968	869	399	700	11	9	0	0	2
35	42	LifeSpire of Virginia	VA	1,420	866	327	227	5	5	0	0	0
36	33	Presbyterian Manors of Mid America	KS	2,130	850	538	742	15	14	0	1	0
37	50	Sequoia Living, Inc.	CA	1,116	844	136	136	4	4	0	0	0
38	51	United Church Homes, Inc.	OH	1,775	837	239	699	14	5	5	0	4
39	37	Ingleside	MD	1,112	832	157	123	3	3	0	0	0
40	36	Presbyterian Homes	IL	1,402	824	237	341	4	3	1	0	0
41	38	Friendship Villages of St. Louis	MO	1,184	814	136	234	2	2	0	0	0
42	43	Mississippi Methodist Senior Services, Inc.	MS	1,460	786	354	320	12	2	8	0	2
43	39	Providence Life Services	IL	1,361	767	312	282	7	1	4	1	1
44	70	Wesley Homes	WA	1,160	762	214	184	4	2	2	0	0
45	44	Holland Home	MI	1,212	750	303	159	2	2	0	0	0
46	45	Franciscan Communities, Inc.	IL	1,704	744	345	615	9	5	1	3	0
47	46	Blue Skies of Texas	TX	984	728	129	127	2	2	0	0	0
48	47	Bethesda Health Group, Inc.	MO	1,667	727	78	862	12	0	6	2	4
49	55	Givens Communities	NC	869	713	44	112	2	2	0	0	0
50	48	Mather	IL	848	712	59	77	3	2	1	0	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Independent Living Units

2022 IL Rank	2021 IL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
51	49	The Presbyterian Homes, Inc.	NC	1,028	706	133	189	3	3	0	0	0
52	52	National Lutheran Communities and Services	MD	1,255	697	247	311	4	3	0	1	0
53	53	Friendship Senior Options	IL	1,111	685	184	242	2	2	0	0	0
54	54	RiverWoods Group	NH	955	681	175	99	3	3	0	0	0
55	56	UMRC and Porter Hills	MI	1,199	678	335	186	6	3	2	1	0
56	59	Greencroft Communities	IN	1,874	668	582	624	9	7	0	2	0
57	58	Hebrew SeniorLife	MA	1,542	654	115	773	4	2	1	0	1
58	60	Masonicare	CT	1,326	651	309	366	7	2	2	2	1
59	62	Wesley Enhanced Living	PA	1,238	646	232	360	6	6	0	0	0
60	57	UMRH, Inc.	NC	983	641	140	202	3	3	0	0	0
61	63	Sun Health Services	AZ	867	637	115	115	3	3	0	0	0
62	64	Lutheran Social Ministries of Maryland	MD	822	637	70	115	2	2	0	0	0
63	65	Methodist Retirement Communities	TX	1,316	629	393	294	7	5	1	1	0
64	66	Garden Spot Communities	PA	845	621	105	119	2	1	0	0	1
65	NR	Westminster-Canterbury on Chesapeake Bay	VA	806	618	80	108	2	1	1	0	0
66	127	Christian Health Care Center	NJ	1,049	617	134	298	7	0	5	1	1
67	69	Western Home Services	IA	1,213	616	314	283	5	2	2	0	1
68	41	Diakon	PA	1,219	615	192	412	4	4	0	0	0
69	68	Volunteers of America	VA	2,484	604	873	1,007	23	4	2	9	8
70	72	The Moorings, Incorporated	FL	814	594	114	106	3	1	2	0	0
71	67	Life Enriching Communities	OH	1,039	592	182	265	3	3	0	0	0
72	81	BHI Senior Living, Inc.	IN	1,705	580	773	352	5	5	0	0	0
73	71	Goodwin House Incorporated	VA	850	580	121	149	2	2	0	0	0
74	73	SpiriTrust Lutheran	PA	1,187	554	289	344	6	6	0	0	0
75	74	Wesley Willows	IL	800	546	163	91	2	1	1	0	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Independent Living Units

2022 IL Rank	2021 IL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
76	75	Landis Communities	PA	808	545	160	103	3	1	1	1	0
77	76	Pinnacle Living	VA	1,125	544	391	190	5	5	0	0	0
78	77	EveryAge fka United Church Homes and Services	NC	955	537	90	328	3	3	0	0	0
79	78	Emerald Communities	WA	725	527	107	91	2	2	0	0	0
80	106	Presbyterian SeniorCare Network	PA	1,595	514	405	676	7	7	0	0	0
81	82	Sunnyside Communities	VA	789	500	157	132	3	3	0	0	0
82	83	Lutheran SeniorLife	PA	987	492	192	303	11	2	8	0	1
83	84	Oakwood Lutheran Senior Ministries	WI	795	492	193	110	2	2	0	0	0
84	80	Menno Haven, Inc.	PA	869	486	223	160	2	2	0	0	0
85	85	LutherCare	PA	810	473	126	211	3	0	2	0	1
86	86	Saint Therese	MN	965	467	133	365	5	3	0	1	1
87	87	Living Branches	PA	834	459	232	143	3	2	0	1	0
88	88	Simpson Senior Services	PA	802	454	170	178	3	3	0	0	0
89	89	Grace Inspired Ministries	PA	767	451	151	165	2	2	0	0	0
90	90	Masonic Homes Kentucky	KY	887	449	151	287	3	2	1	0	0
91	91	Liberty Lutheran Services	PA	978	443	318	217	5	3	1	1	0
92	94	Episcopal Communities & Services	CA	594	443	110	41	4	3	0	1	0
93	107	Eskaton	CA	1,568	442	640	486	12	1	1	7	3
94	92	Messiah Lifeways	PA	741	442	164	135	2	1	1	0	0
95	93	United Methodist Homes	NY	1,134	437	271	426	4	3	0	1	0
96	121	Morningside Ministries	TX	708	434	134	140	3	2	1	0	0
97	95	Christian Care Communities	KY	1,016	432	179	405	8	3	2	1	2
98	97	Brazos Presbyterian Homes Inc.	TX	747	425	121	201	3	3	0	0	0
99	103	Lutheran Homes of South Carolina, Inc.	SC	1,018	424	243	351	5	5	0	0	0
100	98	Benevolent Corporation Cedar Community	WI	737	422	225	90	6	1	3	2	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Independent Living Units

2022 IL Rank	2021 IL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
101	96	Christian Living Communities	CO	924	420	312	192	6	3	0	3	0
102	109	Christian Horizons	MO	2,215	417	312	1,486	12	8	2	2	0
103	100	Christian Care Communities & Services	TX	760	412	229	119	3	3	0	0	0
104	99	Presbyterian Communities of South Carolina	SC	996	411	311	274	6	6	0	0	0
105	101	Haverland Carter Lifestyle Group	NM	890	410	373	107	4	2	0	2	0
106	102	Lutheran Life Communities	IL	1,402	408	310	684	5	4	0	0	1
107	104	St John's	NY	916	403	38	475	4	0	1	1	2
108	105	Maple Knoll Communities, Inc.	OH	694	400	91	203	2	2	0	0	0
109	108	Medford Leas	NJ	537	394	119	24	2	1	1	0	0
110	110	St. Andrew's Resources for Seniors System	MO	877	379	208	290	6	1	2	1	2
111	111	Ecumen	MN	2,109	376	1,391	342	30	0	5	20	5
112	112	CRISTA Senior Living	WA	524	374	150	0	2	0	1	1	0
113	113	Phoebe Ministries	PA	1,163	370	259	534	4	4	0	0	0
114	114	LifeStream Complete Senior Living, Inc.	AZ	694	369	158	167	4	1	2	1	0
115	115	Havenwood Heritage Heights	NH	567	367	63	137	2	2	0	0	0
116	116	Heritage Ministries	NY	1,268	363	221	684	8	4	2	1	1
117	117	American Baptist Homes of the Midwest	MN	1,220	359	272	589	7	5	0	0	2
118	118	Friends Homes, Inc.	NC	568	359	100	109	2	2	0	0	0
119	119	The Loomis Communities	MA	459	359	58	42	3	3	0	0	0
120	120	Rockwood Retirement Communities	WA	521	344	132	45	2	2	0	0	0
121	123	Magnolia Manor, Inc.	GA	1,483	339	335	809	8	2	4	1	1
122	124	The Wesley Communities	OH	678	338	234	106	3	1	2	0	0
123	125	Episcopal SeniorLife Communities	NY	709	334	193	182	9	0	5	3	1
124	126	Presbyterian Homes of Georgia	GA	814	330	149	335	3	3	0	0	0
125	194	Walker Methodist	MN	1,009	328	421	260	7	1	4	1	1

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Independent Living Units

2022 IL Rank	2021 IL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
126	128	Baptist Senior Family aka Baptist Homes Society	PA	653	326	138	189	2	1	0	0	1
127	133	Sunset Senior Communities	MI	636	324	312	0	4	0	2	2	0
128	129	Smith Senior Living	IL	636	322	144	170	2	2	0	0	0
129	NR	Bluestem Communities	KS	544	321	65	158	2	2	0	0	0
130	130	United Lutheran Program for the Aging, Inc.	WI	678	320	206	152	5	0	1	3	1
131	131	Church Homes, Inc.	CT	542	319	24	199	2	2	0	0	0
132	122	Lutheran Services Carolinas	NC	1,338	311	295	732	8	2	1	0	5
133	132	Redstone Presbyterian SeniorCare	PA	516	305	134	77	3	1	2	0	0
134	134	Ohio Masonic Home	OH	706	301	241	164	3	2	1	0	0
135	NR	The Legacy Senior Communities	TX	557	298	145	114	2	2	0	0	0
136	135	Friendly Senior Living	NY	555	298	57	200	4	0	2	1	1
137	136	St. Ann's Home for the Aged	NY	913	296	75	542	3	2	1	0	0
138	137	Samaritas	MI	761	293	120	348	5	1	2	0	2
139	139	Deaconess Abundant Life Communities	MA	469	283	144	42	3	1	1	1	0
140	140	Bethany Lutheran Homes, Inc.	WI	726	282	321	123	10	2	1	6	1
141	142	United Church of Christ Homes	PA	766	267	124	375	6	4	2	0	0
142	143	Episcopal Retirement Services	OH	576	267	115	194	3	3	0	0	0
143	144	Baptist Retirement Homes of North Carolina, Inc.	NC	603	262	140	201	4	2	0	1	1
144	156	Clark Retirement Community, Inc.	MI	441	247	155	39	2	2	0	0	0
145	145	Shepherd of the Valley Lutheran Retirement Services	OH	587	238	229	120	4	2	1	0	1
146	146	Willow Brook Christian Communities	OH	437	230	123	84	3	2	0	1	0
147	147	Amsterdam Continuing Care Health System, Inc.	NY	771	229	44	498	2	1	0	0	1
148	148	Skaalen Retirement Service, Inc.	WI	421	229	101	91	8	0	4	3	1
149	149	Judson Services, Inc.	OH	500	227	135	138	2	1	1	0	0
150	152	Knute Nelson	MN	494	211	200	83	7	0	2	4	1

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Independent Living Units

2022 IL Rank	2021 IL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
151	153	Loretto	NY	1,684	210	551	923	9	1	2	4	2
152	154	Cardinal Ritter Senior Services	MO	541	205	90	246	4	1	1	1	1
153	155	St. John's United	MT	557	204	167	186	5	4	0	1	0
154	NR	Marquardt Village, Inc.	WI	774	201	243	330	4	2	0	0	2
155	157	Good Shepherd Communities	NY	457	192	99	166	3	1	0	0	2
156	150	Christian Village Communities	OH	542	189	205	148	2	2	0	0	0
157	158	United Methodist Memorial Home	IN	699	188	255	256	3	3	0	0	0
158	178	Beechwood Continuing Care, Inc.	NY	460	188	0	272	3	0	1	0	2
159	160	Presbyterian Homes and Services of Kentucky	KY	466	185	0	281	4	0	0	2	2
160	162	Community First Solutions	OH	413	184	101	128	3	2	0	0	1
161	161	Lutheran Life Villages	IN	577	183	69	325	4	2	0	0	2
162	151	Allegheny Lutheran Social Ministries	PA	431	183	96	152	3	3	0	0	0
163	163	Felician Services, Inc.	IL	990	177	268	545	8	2	2	1	3
164	164	Eliza Jennings Senior Care Network	OH	486	175	89	222	3	1	0	1	1
165	165	Bethel	NY	563	170	130	263	5	1	1	1	2
166	166	The Lutheran Home and Harwood Place	WI	461	170	104	187	4	0	1	2	1
167	167	The Lutheran Home Association	WI	525	161	157	207	6	2	1	2	1
168	168	Sholom Community Alliance	MN	552	153	142	257	5	0	1	2	2
169	190	Baptist Life Communities	KY	428	150	60	218	6	1	2	1	2
170	185	Bethesda	MN	549	146	123	280	3	0	1	1	1
171	171	Genacross Lutheran Services	OH	457	137	135	185	2	1	1	0	0
172	172	Elder Care Alliance	CA	658	135	464	59	5	1	1	3	0
173	173	Bethany St. Joseph Corporation	WI	473	135	158	180	12	0	5	5	2
174	159	St. Paul's Senior Services	CA	482	134	289	59	4	0	1	2	1
175	174	Wellspring Lutheran Services	MI	635	125	169	341	9	1	2	2	4

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Independent Living Units

2022 IL Rank	2021 IL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
176	147	Community Wellness Partners, Inc.	NY	640	124	0	516	4	0	1	1	2
177	NR	Wesbury	PA	418	117	91	210	2	1	1	0	0
178	176	EHM Senior Solutions	MI	529	112	70	347	8	1	3	2	2
179	177	Bethesda Senior Living Communities	CO	1,707	111	1,596	0	18	0	2	16	0
180	179	Vista Prairie Communities	MN	789	100	689	0	9	0	0	9	0
181	180	SCBMA	SC	402	94	134	174	2	2	0	0	0
182	181	United Methodist Homes, Inc.	CT	507	90	297	120	3	1	0	2	0
183	182	United Methodist Communities	NJ	884	88	548	248	4	1	0	3	0
184	184	Vincentian Collaborative Services	PA	675	66	82	527	4	2	0	0	2
185	183	Eventide	MN	1,077	65	460	552	5	5	0	0	0
186	186	The Carmelite System, Inc.	NY	2,898	51	498	2,349	15	1	0	3	11
187	NR	Brooke Grove Foundation	MD	541	40	183	318	3	1	0	1	1
188	187	Methodist Homes of Alabama & Northwest Florida	AL	803	39	339	425	5	1	0	3	1
189	188	Michigan Masonic Homes	MI	442	38	155	249	2	1	0	0	1
190	190	The New Jewish Home	NY	838	24	0	814	3	0	1	0	2
191	195	Baruch Senior Ministries	MI	1,080	6	1,074	0	27	0	0	27	0
192	79	Cassia	MN	3,509	0	2,129	1,380	47	0	0	30	17
193	192	ArchCare	NY	1,782	0	59	1,723	6	0	0	1	5
194	193	Covenant Health	MA	1,696	0	364	1,332	14	0	0	4	10
195	191	Legacy Lifecare fka Chelsea Jewish Lifecare	MA	1,064	0	367	697	5	0	0	0	5
196	NR	Alliance Health & Human Services	MA	824	0	0	824	8	0	0	0	8
197	196	Ebenezer Society	MN	567	0	320	247	8	0	0	5	3
198	197	LindenGrove Communities	WI	511	0	258	253	4	4	0	0	0
199	199	A.G. Rhodes	GA	413	0	0	413	3	0	0	0	3
200	200	Parker Health Group	NJ	407	0	60	347	5	0	0	1	4

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations Ranked by Total Assisted Living Units

2022 AL Rank	2021 AL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
1	1	Presbyterian Homes and Services	MN	9,391	5,027	2,792	1,572	55	16	36	0	3
2	6	Cassia	MN	3,509	0	2,129	1,380	47	0	0	30	17
3	2	The Evangelical Lutheran Good Samaritan Society	SD	15,447	4,795	2,110	8,542	141	53	8	9	71
4	3	National Senior Campuses, Inc.	MA	21,753	19,026	1,720	1,007	16	16	0	0	0
5	4	Bethesda Senior Living Communities	CO	1,707	111	1,596	0	18	0	2	16	0
6	5	Benedictine	MN	4,576	879	1,569	2,128	33	10	3	3	17
7	7	Ecumen	MN	2,109	376	1,391	342	30	0	5	20	5
8	10	Concordia Lutheran Ministries	PA	2,965	1,038	1,264	663	15	6	0	7	2
9	8	Ascension Living	MO	6,692	1,800	1,203	3,689	35	9	5	2	19
10	9	Trinity Health Senior Communities	MI	5,136	1,942	1,165	2,029	33	6	10	2	15
11	11	Acts Retirement Services, Inc.	PA	9,404	6,739	1,139	1,526	26	26	0	0	0
12	12	HumanGood	CA	5,821	3,586	1,138	1,097	22	21	1	0	0
13	13	Baruch Senior Ministries	MI	1,080	6	1,074	0	27	0	0	27	0
14	16	Covenant Living Communities & Services	IL	5,432	3,499	906	1,027	18	14	2	1	1
15	14	Retirement Housing Foundation	CA	4,139	2,642	886	611	18	9	8	1	0
16	15	Volunteers of America	VA	2,484	604	873	1,007	23	4	2	9	8
17	19	Lutheran Senior Services	MO	3,704	1,825	792	1,087	11	9	0	1	1
18	18	BHI Senior Living, Inc.	IN	1,705	580	773	352	5	5	0	0	0
19	34	National Church Residences	OH	2,078	1,215	716	147	13	3	1	9	0
20	23	Transforming Age	WA	2,543	1,759	706	78	18	3	7	8	0
21	24	Otterbein SeniorLife	OH	3,182	1,353	699	1,130	18	9	0	0	9
22	21	The Kendal Corporation	PA	3,505	2,321	697	487	11	9	1	0	1
23	22	Vista Prairie Communities	MN	789	100	689	0	9	0	0	9	0
24	25	Lifespace Communities, Inc.	IA	5,279	3,635	672	972	14	14	0	0	0
25	17	Eskaton	CA	1,568	442	640	486	12	1	1	7	3

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Total Assisted Living Units

2022 AL Rank	2021 AL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
26	26	Greencroft Communities	IN	1,874	668	582	624	9	7	0	2	0
27	33	Asbury Communities, Inc.	MD	3,686	2,215	562	909	9	9	0	0	0
28	29	Presbyterian Senior Living	PA	3,186	1,831	556	799	16	11	3	2	0
29	27	Loretto	NY	1,684	210	551	923	9	1	2	4	2
30	28	United Methodist Communities	NJ	884	88	548	248	4	1	0	3	0
31	30	Presbyterian Manors of Mid America	KS	2,130	850	538	742	15	14	0	1	0
32	32	Westminster Retirement Communities of Florida	FL	4,224	2,924	519	781	10	10	0	0	0
33	36	The Carmelite System, Inc.	NY	2,898	51	498	2,349	15	1	0	3	11
34	37	Elder Care Alliance	CA	658	135	464	59	5	1	1	3	0
35	31	Eventide	MN	1,077	65	460	552	5	5	0	0	0
36	38	Ohio Living	OH	2,898	1,620	454	824	12	9	1	0	2
37	43	Immanuel	NE	1,589	911	447	231	19	8	2	7	2
38	20	Walker Methodist	MN	1,009	328	421	260	7	1	4	1	1
39	41	Christian Care Companies	AZ	2,164	1,687	409	68	6	0	5	0	1
40	35	Presbyterian SeniorCare Network	PA	1,595	514	405	676	7	7	0	0	0
41	48	WesleyLife	IA	1,968	869	399	700	11	9	0	0	2
42	42	Pacific Retirement Services	OR	3,364	2,561	398	405	10	10	0	0	0
43	44	Methodist Retirement Communities	TX	1,316	629	393	294	7	5	1	1	0
44	45	Pinnacle Living	VA	1,125	544	391	190	5	5	0	0	0
45	46	Haverland Carter Lifestyle Group	NM	890	410	373	107	4	2	0	2	0
46	86	Legacy Lifecare fka Chelsea Jewish Lifecare	MA	1,064	0	367	697	5	0	0	0	5
47	49	Covenant Health	MA	1,696	0	364	1,332	14	0	0	4	10
48	50	Mississippi Methodist Senior Services, Inc.	MS	1,460	786	354	320	12	2	8	0	2
49	51	Franciscan Communities, Inc.	IL	1,704	744	345	615	9	5	1	3	0
50	52	Buckner Retirement Services, Inc.	TX	1,688	1,018	344	326	6	6	0	0	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Total Assisted Living Units

2022 AL Rank	2021 AL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
51	53	Methodist Homes of Alabama & Northwest Florida	AL	803	39	339	425	5	1	0	3	1
52	54	UMRC and Porter Hills	MI	1,199	678	335	186	6	3	2	1	0
53	55	Magnolia Manor, Inc.	GA	1,483	339	335	809	8	2	4	1	1
54	73	LifeSpire of Virginia	VA	1,420	866	327	227	5	5	0	0	0
55	56	Bethany Lutheran Homes, Inc.	WI	726	282	321	123	10	2	1	6	1
56	57	Ebenezer Society	MN	567	0	320	247	8	0	0	5	3
57	58	Liberty Lutheran Services	PA	978	443	318	217	5	3	1	1	0
58	59	SantaFe Senior Living, Inc.	FL	1,306	876	316	114	3	2	1	0	0
59	60	Western Home Services	IA	1,213	616	314	283	5	2	2	0	1
60	47	Providence Life Services	IL	1,361	767	312	282	7	1	4	1	1
61	62	Christian Living Communities	CO	924	420	312	192	6	3	0	3	0
62	61	Christian Horizons	MO	2,215	417	312	1,486	12	8	2	2	0
63	81	Sunset Senior Communities	MI	636	324	312	0	4	0	2	2	0
64	67	Presbyterian Communities of South Carolina	SC	996	411	311	274	6	6	0	0	0
65	63	Lutheran Life Communities	IL	1,402	408	310	684	5	4	0	0	1
66	65	Springpoint Senior Living	NJ	2,532	1,732	309	491	9	8	0	0	1
67	64	Masonicare	CT	1,326	651	309	366	7	2	2	2	1
68	72	Holland Home	MI	1,212	750	303	159	2	2	0	0	0
69	68	United Methodist Homes, Inc.	CT	507	90	297	120	3	1	0	2	0
70	69	Lutheran Services Carolinas	NC	1,338	311	295	732	8	2	1	0	5
71	71	Homewood Retirement Centers, Inc.	MD	1,897	1,157	289	451	5	4	1	0	0
72	70	SpiriTrust Lutheran	PA	1,187	554	289	344	6	6	0	0	0
73	99	St. Paul's Senior Services	CA	482	134	289	59	4	0	1	2	1
74	80	Presbyterian Villages of Michigan	MI	1,288	902	284	102	10	1	7	2	0
75	75	American Baptist Homes of the Midwest	MN	1,220	359	272	589	7	5	0	0	2

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Total Assisted Living Units

2022 AL Rank	2021 AL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
76	76	United Methodist Homes	NY	1,134	437	271	426	4	3	0	1	0
77	82	Masonic Villages of the Grand Lodge of Pennsylvania	PA	2,576	1,624	269	683	5	3	1	0	1
78	78	Felician Services, Inc.	IL	990	177	268	545	8	2	2	1	3
79	83	Phoebe Ministries	PA	1,163	370	259	534	4	4	0	0	0
80	84	LindenGrove Communities	WI	511	0	258	253	4	4	0	0	0
81	85	Baptist Village Communities	OK	1,521	939	257	325	12	3	8	1	0
82	87	United Methodist Memorial Home	IN	699	188	255	256	3	3	0	0	0
83	88	National Lutheran Communities and Services	MD	1,255	697	247	311	4	3	0	1	0
84	66	Lutheran Homes of South Carolina, Inc.	SC	1,018	424	243	351	5	5	0	0	0
85	NR	Marquardt Village, Inc.	WI	774	201	243	330	4	2	0	0	2
86	79	Ohio Masonic Home	OH	706	301	241	164	3	2	1	0	0
87	77	United Church Homes, Inc.	OH	1,775	837	239	699	14	5	5	0	4
88	89	Presbyterian Homes	IL	1,402	824	237	341	4	3	1	0	0
89	91	The Wesley Communities	OH	678	338	234	106	3	1	2	0	0
90	92	Wesley Enhanced Living	PA	1,238	646	232	360	6	6	0	0	0
91	90	Living Branches	PA	834	459	232	143	3	2	0	1	0
92	93	Christian Care Communities & Services	TX	760	412	229	119	3	3	0	0	0
93	94	Shepherd of the Valley Lutheran Retirement Services	OH	587	238	229	120	4	2	1	0	1
94	95	Benevolent Corporation Cedar Community	WI	737	422	225	90	6	1	3	2	0
95	100	Menno Haven, Inc.	PA	869	486	223	160	2	2	0	0	0
96	96	Heritage Ministries	NY	1,268	363	221	684	8	4	2	1	1
97	125	Wesley Homes	WA	1,160	762	214	184	4	2	2	0	0
98	97	St. Andrew's Resources for Seniors System	MO	877	379	208	290	6	1	2	1	2
99	98	United Lutheran Program for the Aging, Inc.	WI	678	320	206	152	5	0	1	3	1
100	105	Christian Village Communities	OH	542	189	205	148	2	2	0	0	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Total Assisted Living Units

2022 AL Rank	2021 AL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
101	109	Knute Nelson	MN	494	211	200	83	7	0	2	4	1
102	102	Willow Valley Communities	PA	2,095	1,597	198	300	3	3	0	0	0
103	103	Oakwood Lutheran Senior Ministries	WI	795	492	193	110	2	2	0	0	0
104	101	Episcopal SeniorLife Communities	NY	709	334	193	182	9	0	5	3	1
105	40	Diakon	PA	1,219	615	192	412	4	4	0	0	0
106	104	Lutheran SeniorLife	PA	987	492	192	303	11	2	8	0	1
107	106	Friendship Senior Options	IL	1,111	685	184	242	2	2	0	0	0
108	NR	Brooke Grove Foundation	MD	541	40	183	318	3	1	0	1	1
109	111	Life Enriching Communities	OH	1,039	592	182	265	3	3	0	0	0
110	110	Christian Care Communities	KY	1,016	432	179	405	8	3	2	1	2
111	113	RiverWoods Group	NH	955	681	175	99	3	3	0	0	0
112	114	Simpson Senior Services	PA	802	454	170	178	3	3	0	0	0
113	115	Wellspring Lutheran Services	MI	635	125	169	341	9	1	2	2	4
114	74	St. John's United	MT	557	204	167	186	5	4	0	1	0
115	108	Messiah Lifeways	PA	741	442	164	135	2	1	1	0	0
116	117	Wesley Willows	IL	800	546	163	91	2	1	1	0	0
117	118	Landis Communities	PA	808	545	160	103	3	1	1	1	0
118	107	Front Porch Communities and Services & Covia Communities	CA	4,136	3,323	159	654	19	10	9	0	0
119	119	LifeStream Complete Senior Living, Inc.	AZ	694	369	158	167	4	1	2	1	0
120	120	Bethany St. Joseph Corporation	WI	473	135	158	180	12	0	5	5	2
121	121	Ingleside	MD	1,112	832	157	123	3	3	0	0	0
122	123	Sunnyside Communities	VA	789	500	157	132	3	3	0	0	0
123	122	The Lutheran Home Association	WI	525	161	157	207	6	2	1	2	1
124	116	Clark Retirement Community, Inc.	MI	441	247	155	39	2	2	0	0	0
125	124	Michigan Masonic Homes	MI	442	38	155	249	2	1	0	0	1

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Total Assisted Living Units

2022 AL Rank	2021 AL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
126	127	Grace Inspired Ministries	PA	767	451	151	165	2	2	0	0	0
127	128	Masonic Homes Kentucky	KY	887	449	151	287	3	2	1	0	0
128	135	CRISTA Senior Living	WA	524	374	150	0	2	0	1	1	0
129	129	Presbyterian Homes of Georgia	GA	814	330	149	335	3	3	0	0	0
130	NR	The Legacy Senior Communities	TX	557	298	145	114	2	2	0	0	0
131	132	Smith Senior Living	IL	636	322	144	170	2	2	0	0	0
132	133	Deaconess Abundant Life Communities	MA	469	283	144	42	3	1	1	1	0
133	134	Sholom Community Alliance	MN	552	153	142	257	5	0	1	2	2
134	157	UMRH, Inc.	NC	983	641	140	202	3	3	0	0	0
135	139	Baptist Retirement Homes of North Carolina, Inc.	NC	603	262	140	201	4	2	0	1	1
136	136	Baptist Senior Family aka Baptist Homes Society	PA	653	326	138	189	2	1	0	0	1
137	163	Sequoia Living, Inc.	CA	1,116	844	136	136	4	4	0	0	0
138	143	Friendship Villages of St. Louis	MO	1,184	814	136	234	2	2	0	0	0
139	137	Judson Services, Inc.	OH	500	227	135	138	2	1	1	0	0
140	112	Genacross Lutheran Services	OH	457	137	135	185	2	1	1	0	0
141	179	Christian Health Care Center	NJ	1,049	617	134	298	7	0	5	1	1
142	126	Morningside Ministries	TX	708	434	134	140	3	2	1	0	0
143	138	Redstone Presbyterian SeniorCare	PA	516	305	134	77	3	1	2	0	0
144	140	SCBMA	SC	402	94	134	174	2	2	0	0	0
145	141	The Presbyterian Homes, Inc.	NC	1,028	706	133	189	3	3	0	0	0
146	142	Saint Therese	MN	965	467	133	365	5	3	0	1	1
147	170	Rockwood Retirement Communities	WA	521	344	132	45	2	2	0	0	0
148	144	Bethel	NY	563	170	130	263	5	1	1	1	2
149	145	Blue Skies of Texas	TX	984	728	129	127	2	2	0	0	0
150	146	LutherCare	PA	810	473	126	211	3	0	2	0	1

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Total Assisted Living Units

2022 AL Rank	2021 AL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
151	148	United Church of Christ Homes	PA	766	267	124	375	6	4	2	0	0
152	149	Willow Brook Christian Communities	OH	437	230	123	84	3	2	0	1	0
153	192	Bethesda	MN	549	146	123	280	3	0	1	1	1
154	150	Goodwin House Incorporated	VA	850	580	121	149	2	2	0	0	0
155	151	Brazos Presbyterian Homes Inc.	TX	747	425	121	201	3	3	0	0	0
156	152	Samaritas	MI	761	293	120	348	5	1	2	0	2
157	153	Medford Leas	NJ	537	394	119	24	2	1	1	0	0
158	154	Hebrew SeniorLife	MA	1,542	654	115	773	4	2	1	0	1
159	155	Sun Health Services	AZ	867	637	115	115	3	3	0	0	0
160	156	Episcopal Retirement Services	OH	576	267	115	194	3	3	0	0	0
161	158	The Moorings, Incorporated	FL	814	594	114	106	3	1	2	0	0
162	177	Episcopal Communities & Services	CA	594	443	110	41	4	3	0	1	0
163	160	Emerald Communities	WA	725	527	107	91	2	2	0	0	0
164	161	Garden Spot Communities	PA	845	621	105	119	2	1	0	0	1
165	162	The Lutheran Home and Harwood Place	WI	461	170	104	187	4	0	1	2	1
166	167	Skaalen Retirement Service, Inc.	WI	421	229	101	91	8	0	4	3	1
167	165	Community First Solutions	OH	413	184	101	128	3	2	0	0	1
168	166	Friends Homes, Inc.	NC	568	359	100	109	2	2	0	0	0
169	168	Good Shepherd Communities	NY	457	192	99	166	3	1	0	0	2
170	169	Allegheny Lutheran Social Ministries	PA	431	183	96	152	3	3	0	0	0
171	172	Maple Knoll Communities, Inc.	OH	694	400	91	203	2	2	0	0	0
172	NR	Wesbury	PA	418	117	91	210	2	1	1	0	0
173	173	EveryAge fka United Church Homes and Services	NC	955	537	90	328	3	3	0	0	0
174	174	Cardinal Ritter Senior Services	MO	541	205	90	246	4	1	1	1	1
175	176	Eliza Jennings Senior Care Network	OH	486	175	89	222	3	1	0	1	1

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Total Assisted Living Units

2022 AL Rank	2021 AL Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
176	178	Vincentian Collaborative Services	PA	675	66	82	527	4	2	0	0	2
177	NR	Westminster-Canterbury on Chesapeake Bay	VA	806	618	80	108	2	1	1	0	0
178	180	Bethesda Health Group, Inc.	MO	1,667	727	78	862	12	0	6	2	4
179	181	St. Ann's Home for the Aged	NY	913	296	75	542	3	2	1	0	0
180	182	Lutheran Social Ministries of Maryland	MD	822	637	70	115	2	2	0	0	0
181	183	EHM Senior Solutions	MI	529	112	70	347	8	1	3	2	2
182	184	Lutheran Life Villages	IN	577	183	69	325	4	2	0	0	2
183	NR	Bluestem Communities	KS	544	321	65	158	2	2	0	0	0
184	185	Havenwood Heritage Heights	NH	567	367	63	137	2	2	0	0	0
185	186	Baptist Life Communities	KY	428	150	60	218	6	1	2	1	2
186	187	Parker Health Group	NJ	407	0	60	347	5	0	0	1	4
187	188	Mather	IL	848	712	59	77	3	2	1	0	0
188	189	ArchCare	NY	1,782	0	59	1,723	6	0	0	1	5
189	190	The Loomis Communities	MA	459	359	58	42	3	3	0	0	0
190	191	Friendly Senior Living	NY	555	298	57	200	4	0	2	1	1
191	175	Givens Communities	NC	869	713	44	112	2	2	0	0	0
192	194	Amsterdam Continuing Care Health System, Inc.	NY	771	229	44	498	2	1	0	0	1
193	195	St John's	NY	916	403	38	475	4	0	1	1	2
194	196	Church Homes, Inc.	CT	542	319	24	199	2	2	0	0	0
195	193	Beechwood Continuing Care, Inc.	NY	460	188	0	272	3	0	1	0	2
196	197	Presbyterian Homes and Services of Kentucky	KY	466	185	0	281	4	0	0	2	2
197	198	Community Wellness Partners, Inc.	NY	640	124	0	516	4	0	1	1	2
198	199	The New Jewish Home	NY	838	24	0	814	3	0	1	0	2
199	NR	Alliance Health & Human Services	MA	824	0	0	824	8	0	0	0	8
200	200	A.G. Rhodes	GA	413	0	0	413	3	0	0	0	3

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Nursing Care Beds

2022 NCB Rank	2021 NCB Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
1	1	The Evangelical Lutheran Good Samaritan Society	SD	15,447	4,795	2,110	8,542	141	53	8	9	71
2	2	Ascension Living	MO	6,692	1,800	1,203	3,689	35	9	5	2	19
3	4	The Carmelite System, Inc.	NY	2,898	51	498	2,349	15	1	0	3	11
4	5	Benedictine	MN	4,576	879	1,569	2,128	33	10	3	3	17
5	3	Trinity Health Senior Communities	MI	5,136	1,942	1,165	2,029	33	6	10	2	15
6	6	ArchCare	NY	1,782	0	59	1,723	6	0	0	1	5
7	9	Presbyterian Homes and Services	MN	9,391	5,027	2,792	1,572	55	16	36	0	3
8	7	Acts Retirement Services, Inc.	PA	9,404	6,739	1,139	1,526	26	26	0	0	0
9	10	Christian Horizons	MO	2,215	417	312	1,486	12	8	2	2	0
10	8	Cassia	MN	3,509	0	2,129	1,380	47	0	0	30	17
11	11	Covenant Health	MA	1,696	0	364	1,332	14	0	0	4	10
12	15	Otterbein SeniorLife	OH	3,182	1,353	699	1,130	18	9	0	0	9
13	16	HumanGood	CA	5,821	3,586	1,138	1,097	22	21	1	0	0
14	14	Lutheran Senior Services	MO	3,704	1,825	792	1,087	11	9	0	1	1
15	19	Covenant Living Communities & Services	IL	5,432	3,499	906	1,027	18	14	2	1	1
16	12	National Senior Campuses, Inc.	MA	21,753	19,026	1,720	1,007	16	16	0	0	0
17	17	Volunteers of America	VA	2,484	604	873	1,007	23	4	2	9	8
18	18	Lifespace Communities, Inc.	IA	5,279	3,635	672	972	14	14	0	0	0
19	20	Loretto	NY	1,684	210	551	923	9	1	2	4	2
20	21	Asbury Communities, Inc.	MD	3,686	2,215	562	909	9	9	0	0	0
21	31	Bethesda Health Group, Inc.	MO	1,667	727	78	862	12	0	6	2	4
22	23	Ohio Living	OH	2,898	1,620	454	824	12	9	1	0	2
23	NR	Alliance Health & Human Services	MA	824	0	0	824	8	0	0	0	8
24	25	The New Jewish Home	NY	838	24	0	814	3	0	1	0	2
25	26	Magnolia Manor, Inc.	GA	1,483	339	335	809	8	2	4	1	1

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Nursing Care Beds

2022 NCB Rank	2021 NCB Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
26	13	Presbyterian Senior Living	PA	3,186	1,831	556	799	16	11	3	2	0
27	27	Westminster Retirement Communities of Florida	FL	4,224	2,924	519	781	10	10	0	0	0
28	24	Hebrew SeniorLife	MA	1,542	654	115	773	4	2	1	0	1
29	28	Presbyterian Manors of Mid America	KS	2,130	850	538	742	15	14	0	1	0
30	30	Lutheran Services Carolinas	NC	1,338	311	295	732	8	2	1	0	5
31	37	WesleyLife	IA	1,968	869	399	700	11	9	0	0	2
32	29	United Church Homes, Inc.	OH	1,775	837	239	699	14	5	5	0	4
33	64	Legacy Lifecare fka Chelsea Jewish Lifecare	MA	1,064	0	367	697	5	0	0	0	5
34	33	Lutheran Life Communities	IL	1,402	408	310	684	5	4	0	0	1
35	34	Heritage Ministries	NY	1,268	363	221	684	8	4	2	1	1
36	32	Masonic Villages of the Grand Lodge of Pennsylvania	PA	2,576	1,624	269	683	5	3	1	0	1
37	35	Presbyterian SeniorCare Network	PA	1,595	514	405	676	7	7	0	0	0
38	36	Concordia Lutheran Ministries	PA	2,965	1,038	1,264	663	15	6	0	7	2
39	47	Front Porch Communities and Services & Covia Communities	CA	4,136	3,323	159	654	19	10	9	0	0
40	36	Greencroft Communities	IN	1,874	668	582	624	9	7	0	2	0
41	39	Franciscan Communities, Inc.	IL	1,704	744	345	615	9	5	1	3	0
42	40	Retirement Housing Foundation	CA	4,139	2,642	886	611	18	9	8	1	0
43	41	American Baptist Homes of the Midwest	MN	1,220	359	272	589	7	5	0	0	2
44	42	Eventide	MN	1,077	65	460	552	5	5	0	0	0
45	43	Felician Services, Inc.	IL	990	177	268	545	8	2	2	1	3
46	44	St. Ann's Home for the Aged	NY	913	296	75	542	3	2	1	0	0
47	45	Phoebe Ministries	PA	1,163	370	259	534	4	4	0	0	0
48	46	Vincentian Collaborative Services	PA	675	66	82	527	4	2	0	0	2
49	48	Community Wellness Partners, Inc.	NY	640	124	0	516	4	0	1	1	2
50	50	Amsterdam Continuing Care Health System, Inc.	NY	771	229	44	498	2	1	0	0	1

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Nursing Care Beds

2022 NCB Rank	2021 NCB Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
51	51	Springpoint Senior Living	NJ	2,532	1,732	309	491	9	8	0	0	1
52	49	The Kendal Corporation	PA	3,505	2,321	697	487	11	9	1	0	1
53	52	Eskaton	CA	1,568	442	640	486	12	1	1	7	3
54	53	St John's	NY	916	403	38	475	4	0	1	1	2
55	54	Homewood Retirement Centers, Inc.	MD	1,897	1,157	289	451	5	4	1	0	0
56	55	United Methodist Homes	NY	1,134	437	271	426	4	3	0	1	0
57	56	Methodist Homes of Alabama & Northwest Florida	AL	803	39	339	425	5	1	0	3	1
58	57	A.G. Rhodes	GA	413	0	0	413	3	0	0	0	3
59	22	Diakon	PA	1,219	615	192	412	4	4	0	0	0
60	58	Pacific Retirement Services	OR	3,364	2,561	398	405	10	10	0	0	0
61	59	Christian Care Communities	KY	1,016	432	179	405	8	3	2	1	2
62	61	United Church of Christ Homes	PA	766	267	124	375	6	4	2	0	0
63	62	Masonicare	CT	1,326	651	309	366	7	2	2	2	1
64	63	Saint Therese	MN	965	467	133	365	5	3	0	1	1
65	65	Wesley Enhanced Living	PA	1,238	646	232	360	6	6	0	0	0
66	66	BHI Senior Living, Inc.	IN	1,705	580	773	352	5	5	0	0	0
67	67	Lutheran Homes of South Carolina, Inc.	SC	1,018	424	243	351	5	5	0	0	0
68	69	Samaritas	MI	761	293	120	348	5	1	2	0	2
69	70	EHM Senior Solutions	MI	529	112	70	347	8	1	3	2	2
70	82	Parker Health Group	NJ	407	0	60	347	5	0	0	1	4
71	71	SpiriTrust Lutheran	PA	1,187	554	289	344	6	6	0	0	0
72	72	Ecumen	MN	2,109	376	1,391	342	30	0	5	20	5
73	73	Presbyterian Homes	IL	1,402	824	237	341	4	3	1	0	0
74	74	Wellspring Lutheran Services	MI	635	125	169	341	9	1	2	2	4
75	75	Presbyterian Homes of Georgia	GA	814	330	149	335	3	3	0	0	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Nursing Care Beds

2022 NCB Rank	2021 NCB Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
76	NR	Marquardt Village, Inc.	WI	774	201	243	330	4	2	0	0	2
77	76	EveryAge fka United Church Homes and Services	NC	955	537	90	328	3	3	0	0	0
78	78	Buckner Retirement Services, Inc.	TX	1,688	1,018	344	326	6	6	0	0	0
79	79	Baptist Village Communities	OK	1,521	939	257	325	12	3	8	1	0
80	80	Lutheran Life Villages	IN	577	183	69	325	4	2	0	0	2
81	81	Mississippi Methodist Senior Services, Inc.	MS	1,460	786	354	320	12	2	8	0	2
82	NR	Brooke Grove Foundation	MD	541	40	183	318	3	1	0	1	1
83	84	National Lutheran Communities and Services	MD	1,255	697	247	311	4	3	0	1	0
84	60	Lutheran SeniorLife	PA	987	492	192	303	11	2	8	0	1
85	85	Willow Valley Communities	PA	2,095	1,597	198	300	3	3	0	0	0
86	86	Christian Health Care Center	NJ	1,049	617	134	298	7	0	5	1	1
87	87	Methodist Retirement Communities	TX	1,316	629	393	294	7	5	1	1	0
88	88	St. Andrew's Resources for Seniors System	MO	877	379	208	290	6	1	2	1	2
89	89	Masonic Homes Kentucky	KY	887	449	151	287	3	2	1	0	0
90	91	Western Home Services	IA	1,213	616	314	283	5	2	2	0	1
91	92	Providence Life Services	IL	1,361	767	312	282	7	1	4	1	1
92	93	Presbyterian Homes and Services of Kentucky	KY	466	185	0	281	4	0	0	2	2
93	104	Bethesda	MN	549	146	123	280	3	0	1	1	1
94	95	Presbyterian Communities of South Carolina	SC	996	411	311	274	6	6	0	0	0
95	96	Beechwood Continuing Care, Inc.	NY	460	188	0	272	3	0	1	0	2
96	94	Life Enriching Communities	OH	1,039	592	182	265	3	3	0	0	0
97	97	Bethel	NY	563	170	130	263	5	1	1	1	2
98	77	Walker Methodist	MN	1,009	328	421	260	7	1	4	1	1
99	98	Sholom Community Alliance	MN	552	153	142	257	5	0	1	2	2
100	99	United Methodist Memorial Home	IN	699	188	255	256	3	3	0	0	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Nursing Care Beds

2022 NCB Rank	2021 NCB Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
101	101	LindenGrove Communities	WI	511	0	258	253	4	4	0	0	0
102	102	Michigan Masonic Homes	MI	442	38	155	249	2	1	0	0	1
103	103	United Methodist Communities	NJ	884	88	548	248	4	1	0	3	0
104	105	Ebenezer Society	MN	567	0	320	247	8	0	0	5	3
105	106	Cardinal Ritter Senior Services	MO	541	205	90	246	4	1	1	1	1
106	107	Friendship Senior Options	IL	1,111	685	184	242	2	2	0	0	0
107	108	Friendship Villages of St. Louis	MO	1,184	814	136	234	2	2	0	0	0
108	120	Immanuel	NE	1,589	911	447	231	19	8	2	7	2
109	109	LifeSpire of Virginia	VA	1,420	866	327	227	5	5	0	0	0
110	111	Eliza Jennings Senior Care Network	OH	486	175	89	222	3	1	0	1	1
111	113	Baptist Life Communities	KY	428	150	60	218	6	1	2	1	2
112	114	Liberty Lutheran Services	PA	978	443	318	217	5	3	1	1	0
113	115	LutherCare	PA	810	473	126	211	3	0	2	0	1
114	NR	Wesbury	PA	418	117	91	210	2	1	1	0	0
115	117	The Lutheran Home Association	WI	525	161	157	207	6	2	1	2	1
116	145	Maple Knoll Communities, Inc.	OH	694	400	91	203	2	2	0	0	0
117	119	UMRH, Inc.	NC	983	641	140	202	3	3	0	0	0
118	122	Baptist Retirement Homes of North Carolina, Inc.	NC	603	262	140	201	4	2	0	1	1
119	121	Brazos Presbyterian Homes Inc.	TX	747	425	121	201	3	3	0	0	0
120	123	Friendly Senior Living	NY	555	298	57	200	4	0	2	1	1
121	124	Church Homes, Inc.	CT	542	319	24	199	2	2	0	0	0
122	125	Episcopal Retirement Services	OH	576	267	115	194	3	3	0	0	0
123	126	Christian Living Communities	CO	924	420	312	192	6	3	0	3	0
124	127	Pinnacle Living	VA	1,125	544	391	190	5	5	0	0	0
125	129	Baptist Senior Family aka Baptist Homes Society	PA	653	326	138	189	2	1	0	0	1

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Nursing Care Beds

2022 NCB Rank	2021 NCB Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
126	128	The Presbyterian Homes, Inc.	NC	1,028	706	133	189	3	3	0	0	0
127	130	The Lutheran Home and Harwood Place	WI	461	170	104	187	4	0	1	2	1
128	131	UMRC and Porter Hills	MI	1,199	678	335	186	6	3	2	1	0
129	132	St. John's United	MT	557	204	167	186	5	4	0	1	0
130	90	Genacross Lutheran Services	OH	457	137	135	185	2	1	1	0	0
131	133	Wesley Homes	WA	1,160	762	214	184	4	2	2	0	0
132	135	Episcopal SeniorLife Communities	NY	709	334	193	182	9	0	5	3	1
133	118	Bethany St. Joseph Corporation	WI	473	135	158	180	12	0	5	5	2
134	136	Simpson Senior Services	PA	802	454	170	178	3	3	0	0	0
135	137	SCBMA	SC	402	94	134	174	2	2	0	0	0
136	138	Smith Senior Living	IL	636	322	144	170	2	2	0	0	0
137	139	LifeStream Complete Senior Living, Inc.	AZ	694	369	158	167	4	1	2	1	0
138	140	Good Shepherd Communities	NY	457	192	99	166	3	1	0	0	2
139	141	Grace Inspired Ministries	PA	767	451	151	165	2	2	0	0	0
140	142	Ohio Masonic Home	OH	706	301	241	164	3	2	1	0	0
141	143	Menno Haven, Inc.	PA	869	486	223	160	2	2	0	0	0
142	144	Holland Home	MI	1,212	750	303	159	2	2	0	0	0
143	NR	Bluestem Communities	KS	544	321	65	158	2	2	0	0	0
144	146	United Lutheran Program for the Aging, Inc.	WI	678	320	206	152	5	0	1	3	1
145	147	Allegheny Lutheran Social Ministries	PA	431	183	96	152	3	3	0	0	0
146	148	Goodwin House Incorporated	VA	850	580	121	149	2	2	0	0	0
147	149	Christian Village Communities	OH	542	189	205	148	2	2	0	0	0
148	110	National Church Residences	OH	2,078	1,215	716	147	13	3	1	9	0
149	150	Living Branches	PA	834	459	232	143	3	2	0	1	0
150	116	Morningside Ministries	TX	708	434	134	140	3	2	1	0	0

NR: Not Ranked in that year

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Nursing Care Beds

2022 NCB Rank	2021 NCB Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
151	152	Judson Services, Inc.	OH	500	227	135	138	2	1	1	0	0
152	153	Havenwood Heritage Heights	NH	567	367	63	137	2	2	0	0	0
153	151	Sequoia Living, Inc.	CA	1,116	844	136	136	4	4	0	0	0
154	134	Messiah Lifeways	PA	741	442	164	135	2	1	1	0	0
155	154	Sunnyside Communities	VA	789	500	157	132	3	3	0	0	0
156	156	Community First Solutions	OH	413	184	101	128	3	2	0	0	1
157	157	Blue Skies of Texas	TX	984	728	129	127	2	2	0	0	0
158	159	Bethany Lutheran Homes, Inc.	WI	726	282	321	123	10	2	1	6	1
159	158	Ingleside	MD	1,112	832	157	123	3	3	0	0	0
160	161	United Methodist Homes, Inc.	CT	507	90	297	120	3	1	0	2	0
161	160	Shepherd of the Valley Lutheran Retirement Services	OH	587	238	229	120	4	2	1	0	1
162	163	Christian Care Communities & Services	TX	760	412	229	119	3	3	0	0	0
163	162	Garden Spot Communities	PA	845	621	105	119	2	1	0	0	1
164	164	Sun Health Services	AZ	867	637	115	115	3	3	0	0	0
165	165	Lutheran Social Ministries of Maryland	MD	822	637	70	115	2	2	0	0	0
166	166	SantaFe Senior Living, Inc.	FL	1,306	876	316	114	3	2	1	0	0
167	NR	The Legacy Senior Communities	TX	557	298	145	114	2	2	0	0	0
168	155	Givens Communities	NC	869	713	44	112	2	2	0	0	0
169	177	Oakwood Lutheran Senior Ministries	WI	795	492	193	110	2	2	0	0	0
170	170	Friends Homes, Inc.	NC	568	359	100	109	2	2	0	0	0
171	NR	Westminster-Canterbury on Chesapeake Bay	VA	806	618	80	108	2	1	1	0	0
172	172	Haverland Carter Lifestyle Group	NM	890	410	373	107	4	2	0	2	0
173	174	The Wesley Communities	OH	678	338	234	106	3	1	2	0	0
174	173	The Moorings, Incorporated	FL	814	594	114	106	3	1	2	0	0
175	175	Landis Communities	PA	808	545	160	103	3	1	1	1	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations (Continued) Ranked by Nursing Care Beds

2022 NCB Rank	2021 NCB Rank	System Name	State	Units (as of 12/31/21)				Communities (as of 12/31/21)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
176	176	Presbyterian Villages of Michigan	MI	1,288	902	284	102	10	1	7	2	0
177	182	RiverWoods Group	NH	955	681	175	99	3	3	0	0	0
178	179	Wesley Willows	IL	800	546	163	91	2	1	1	0	0
179	180	Emerald Communities	WA	725	527	107	91	2	2	0	0	0
180	181	Skaalen Retirement Service, Inc.	WI	421	229	101	91	8	0	4	3	1
181	168	Benevolent Corporation Cedar Community	WI	737	422	225	90	6	1	3	2	0
182	183	Willow Brook Christian Communities	OH	437	230	123	84	3	2	0	1	0
183	184	Knute Nelson	MN	494	211	200	83	7	0	2	4	1
184	185	Transforming Age	WA	2,543	1,759	706	78	18	3	7	8	0
185	187	Redstone Presbyterian SeniorCare	PA	516	305	134	77	3	1	2	0	0
186	186	Mather	IL	848	712	59	77	3	2	1	0	0
187	188	Christian Care Companies	AZ	2,164	1,687	409	68	6	0	5	0	1
188	191	Elder Care Alliance	CA	658	135	464	59	5	1	1	3	0
189	190	St. Paul's Senior Services	CA	482	134	289	59	4	0	1	2	1
190	189	Rockwood Retirement Communities	WA	521	344	132	45	2	2	0	0	0
191	194	Deaconess Abundant Life Communities	MA	469	283	144	42	3	1	1	1	0
192	193	The Loomis Communities	MA	459	359	58	42	3	3	0	0	0
193	192	Episcopal Communities & Serivces	CA	594	443	110	41	4	3	0	1	0
194	195	Clark Retirement Community, Inc.	MI	441	247	155	39	2	2	0	0	0
195	196	Medford Leas	NJ	537	394	119	24	2	1	1	0	0
196	198	Bethesda Senior Living Communities	CO	1,707	111	1,596	0	18	0	2	16	0
197	200	Baruch Senior Ministries	MI	1,080	6	1,074	0	27	0	0	27	0
198	199	Vista Prairie Communities	MN	789	100	689	0	9	0	0	9	0
199	167	Sunset Senior Communities	MI	636	324	312	0	4	0	2	2	0
200	169	CRISTA Senior Living	WA	524	374	150	0	2	0	1	1	0

The Nation's Largest Not-for-Profit Multi-Site Senior Living Organizations

The Over 200

The LZ 200 stops at the 200th largest system, leaving a number of senior living systems just beyond the list's cut-off. The Over 200 are additional organizations that rank beyond the largest 200.

Over 200 (395 and fewer Total Units)

ACC Senior Services (CA)

Grace Lutheran Foundation, Inc. (WI)

Jewish Senior Life of Metropolitan Detroit (MI)

Los Angeles Jewish Home (CA)

Morningstar Senior Living, Inc. (PA)

Resthaven (MI)

Silverstone Living (NH)

Tabitha Health Care Services (NE)

Three Pillars Senior Living Communities (WI)

Wesley Woods Senior Living (GA)

Over 200 (303 and fewer Total Units)

Baptist Homes (MO)

Bethany Life (IA)

Christian Community Homes and Services (WI)

Crest View Senior Communities (MN)

Masonic Homes of California (CA)

Miravida (WI)

Perry Lutheran Homes (IA)

Saint Elizabeth Community (RI)

Taylor Community (NH)

Woodhaven Retirement Community (MI)

The Rankings: Change at a Glance

Greatest Changes in Units

Greatest Increase and Decrease	State	YE 2022 Units	YE 2021 Units	Change
Greatest Increase				
Front Porch	CA	4,136	2,860	+1,276
Presbyterian Homes and Services	MN	9,391	8,579	+812
Legacy Lifecare fka Chelsea Jewish Lifecare	MA	1,064	623	+441
National Senior Campuses	MA	21,753	21,313	+440
Immanuel	NE	1,589	1,240	+349
Greatest Decrease				
Diakon	PA	1,219	2,072	-853
Trinity Health Senior Communities	MI	5,136	5,496	-360
Presbyterian Senior Living	PA	3,186	3,486	-300
The Kendal Corporation	PA	3,505	3,693	-188
Acts Retirement Services, Inc.	PA	9,404	9,563	-159

The Rankings: Change at a Glance

Greatest Changes in Rank

Greatest Upward and Downward Change	State	2022 Rank	2021 Rank	Change
Greatest Upward Movement				
Legacy Lifecare fka Chelsea Jewish Lifecare	MA	81	151	+70
Christian Health Care Center	NJ	82	136	+54
Bethesda	MN	164	200	+36
Wesley Homes	WA	73	96	+23
Sequoia Living, Inc.	CA	76	94	+18
Greatest Downward Movement				
Genacross Lutheran Services	OH	189	153	-36
Diakon	PA	66	33	-33
St. John's United	MT	161	143	-18
Messiah Lifeways	PA	132	116	-16
Allegheny Lutheran Social Ministries	PA	193	181	-12



Chapter 4



Analysis of the Data

The LeadingAge Ziegler 200 are examined through categories, including: total units, total communities, geographic coverage, location, ratings, accreditation, number of employees, affiliations, founding dates, provision of government-subsidized (affordable) housing, and the provision of home and community-based services. The three prior year's publication also added items regarding technology adoption, the existence of a foundation within the organization, and a deeper dive into future growth plans for various models of home and community-based care.

Units

The first analysis of the 2022 LZ 200 provides a side-by-side comparison of the unit mix for 2021 compared to 2020 for each of the organizations. The 2022 LZ 200 organizations own more than 300,000 market-rate senior living units. By breaking the data into the largest 10, 25, 50, 100 and 150 (*Chart 4-1c*), it is evident that the ratio of units held by the largest 50 compared with the percentage of total units in the LZ 200 is not balanced, e.g., the largest 50

systems hold slightly more than 60% of the total units. The 10 largest systems own nearly 30% of the total LZ 200 units. The average system within the 2022 LZ 200 reported more than 1,534 units in 2021 (*Chart 4-1b*). Slightly more than 40% of the 2022 LZ 200's total communities are Life Plan Communities, with the nearly 57% evenly divided between stand-alone ILs, ALs, and NHs.

Summary of Not-for-Profit Units. These columns show the total number of units, followed by a breakdown of this total by level of care for each system. The first set of columns show the unit mix as of 12/31/21. The second set of columns show the unit mix as of 12/31/20.

Change in Total Units from 2020 to 2021. This column provides the change in the listed organization's TOTAL market-rate units (all levels of care) between year-end 2021 and year-end 2020.

Section 4-1b provides two examinations of three-year comparisons of the LZ 200 organizations. The first table details the total number of units by level of care among the largest 10, 25, 50, 100, 150 and 200 organizations. The

percentage of total units is detailed in 4-1b as well as 4-1c. This section also examines the unit mix between each of the five years' LZ 200 listings. Chart 4-1d provides a more graphic illustration of the type of change occurring in the LZ 200. For all the year-over-year comparisons made in 4.1b-4.1e, note the increase to 200 as part of the 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021 and 2022 publications. In some instances, two figures are calculated for the current publication, one that reflects the largest 100, 150 and allows for consistent year-over-year comparisons, and one that reflects the figures for the full 200 listing.

Communities

The unit analysis presented in Chart 4-1a is followed by a side-by-side comparison in Chart 4-2a of the community portfolios of the 2022 LZ 200 for 2021 compared to their portfolios at the end of 2020.

Summary of Not-for-Profit Communities. Community, as noted earlier, is the term used to refer to any type of community owned by the LZ 200, whether stand-alone nursing home (NH), assisted living community (AL), independent

living community (IL), or Life Plan Community (LPC). Again, government-subsidized (affordable) housing properties are excluded from the count of communities shown for the LZ 200 (these properties are examined in Chapter 6). The first set of columns in Chart 4-2a shows the communities owned, by type, as of 12/31/21. The second set of columns shows the communities owned, by type, as of 12/31/20.

Change in Total Communities from 2020 to 2021. This column provides the change in the listed organization's TOTAL communities (all types, excluding affordable housing) between year-end 2020 and year-end 2021. Chart 4-2b provides two examinations of three-year comparisons of the LZ 200 organizations. The first half of the chart examines the community holdings between each of the five years' LZ 200 listings. As with the year-over-year unit comparisons, in some instances, two figures are calculated for the current publication, one that reflects the largest 150 and allows for consistent year-over-year comparisons, and one that reflects the figures for the full 200 listing.

Organizational Characteristics: Units (Continued)

Rank Detailed by Units (2021 vs. 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2020 to 2021
				2021 Units				2020 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
1	1	National Senior Campuses, Inc.	MA	21,753	19,026	1,720	1,007	21,313	18,525	1,635	1,153	440
2	2	The Evangelical Lutheran Good Samaritan Society	SD	15,447	4,795	2,110	8,542	15,507	4,795	2,110	8,602	-60
3	3	Acts Retirement Services, Inc.	PA	9,404	6,739	1,139	1,526	9,563	6,728	1,133	1,702	-159
4	4	Presbyterian Homes and Services	MN	9,391	5,027	2,792	1,572	8,579	4,555	2,524	1,500	812
5	5	Ascension Living	MO	6,692	1,800	1,203	3,689	6,732	1,800	1,203	3,729	-40
6	6	HumanGood	CA	5,821	3,586	1,138	1,097	5,503	3,371	1,095	1,037	318
7	9	Covenant Living Communities & Services	IL	5,432	3,499	906	1,027	5,203	3,357	870	976	229
8	8	Lifespace Communities, Inc.	IA	5,279	3,635	672	972	5,234	3,652	599	983	45
9	7	Trinity Health Senior Communities	MI	5,136	1,942	1,165	2,029	5,496	1,839	1,199	2,458	-360
10	10	Benedictine	MN	4,576	879	1,569	2,128	4,616	879	1,577	2,160	-40
11	11	Westminster Communities of Florida	FL	4,224	2,924	519	781	4,150	2,841	528	781	74
12	12	Retirement Housing Foundation	CA	4,139	2,642	886	611	4,139	2,642	886	611	0
13	22	Front Porch Communities and Services & Covia Communities	CA	4,136	3,323	159	654	2,860	2,159	183	518	1,276
14	14	Lutheran Senior Services	MO	3,704	1,825	792	1,087	3,691	1,826	763	1,102	13
15	16	Asbury Communities, Inc.	MD	3,686	2,215	562	909	3,579	2,148	522	909	107
16	15	Cassia	MN	3,509	0	2,129	1,380	3,670	522	1,512	1,636	-161
17	13	The Kendal Corporation	PA	3,505	2,321	697	487	3,693	2,450	736	507	-188
18	18	Pacific Retirement Services	OR	3,364	2,561	398	405	3,364	2,561	398	405	0
19	17	Presbyterian Senior Living	PA	3,186	1,831	556	799	3,486	1,818	547	1,121	-300
20	20	Otterbein SeniorLife	OH	3,182	1,353	699	1,130	2,921	1,215	635	1,071	261
21	23	Concordia Lutheran Ministries	PA	2,965	1,038	1,264	663	2,796	996	1,137	663	169
22	19	Ohio Living	OH	2,898	1,620	454	824	2,952	1,632	453	867	-54
23	21	The Carmelite System, Inc.	NY	2,898	51	498	2,349	2,898	51	498	2,349	0
24	24	Masonic Villages of the Grand Lodge of Pennsylvania	PA	2,576	1,624	269	683	2,557	1,614	259	684	19
25	27	Transforming Age	WA	2,543	1,759	706	78	2,427	1,677	672	78	116

Organizational Characteristics: Units (Continued)

Rank Detailed by Units (2021 vs. 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2020 to 2021
				2021 Units				2020 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
26	25	Springpoint Senior Living Inc.	NJ	2,532	1,732	309	491	2,534	1,735	308	491	-2
27	26	Volunteers of America	VA	2,484	604	873	1,007	2,484	604	873	1,007	0
28	29	Christian Horizons	MO	2,215	417	312	1,486	2,181	383	312	1,486	34
29	31	Christian Care Companies	AZ	2,164	1,687	409	68	2,168	1,687	413	68	-4
30	30	Presbyterian Manors of Mid-America, Inc.	KS	2,130	850	538	742	2,180	893	537	750	-50
31	32	Ecumen	MN	2,109	376	1,391	342	2,109	376	1,391	342	0
32	34	Willow Valley Communities	PA	2,095	1,597	198	300	2,068	1,570	198	300	27
33	39	National Church Residences	OH	2,078	1,215	716	147	1,768	1,022	521	225	310
34	37	WesleyLife	IA	1,968	869	399	700	1,788	764	366	658	180
35	35	Homewood Retirement Centers, Inc.	MD	1,897	1,157	289	451	1,888	1,149	288	451	9
36	36	Greencroft Communities	IN	1,874	668	582	624	1,864	654	586	624	10
37	38	ArchCare	NY	1,782	0	59	1,723	1,782	0	59	1,723	0
38	41	United Church Homes, Inc.	OH	1,775	837	239	699	1,715	701	269	745	60
39	40	Bethesda Senior Living Communities	CO	1,707	111	1,596	0	1,738	111	1,627	0	-31
40	47	BHI Senior Living, Inc.	IN	1,705	580	773	352	1,622	497	773	352	83
41	42	Franciscan Communities	IL	1,704	744	345	615	1,702	744	345	613	2
42	46	Covenant Health	MA	1,696	0	364	1,332	1,636	0	364	1,272	60
43	43	Buckner Retirement Services, Inc.	TX	1,688	1,018	344	326	1,688	1,018	344	326	0
44	44	Loretto	NY	1,684	210	551	923	1,684	210	551	923	0
45	50	Bethesda Health Group, Inc.	MO	1,667	727	78	862	1,523	727	78	718	144
46	48	Presbyterian SeniorCare Network	PA	1,595	514	405	676	1,591	396	520	675	4
47	66	Immanuel	NE	1,589	911	447	231	1,240	646	393	201	349
48	45	Eskaton	CA	1,568	442	640	486	1,659	393	780	486	-91
49	49	Hebrew SeniorLife	MA	1,542	654	115	773	1,584	655	115	814	-42
50	51	Baptist Village Communities	OK	1,521	939	257	325	1,521	939	257	325	0

Organizational Characteristics: Units (Continued)

Rank Detailed by Units (2021 vs. 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2020 to 2021
				2021 Units				2020 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
51	52	Magnolia Manor, Inc.	GA	1,483	339	335	809	1,483	339	335	809	0
52	53	Mississippi Methodist Senior Services, Inc.	MS	1,460	786	354	320	1,423	753	350	320	37
53	63	LifeSpire of Virginia	VA	1,420	866	327	227	1,268	756	285	227	152
54	55	Presbyterian Homes	IL	1,402	824	237	341	1,411	833	237	341	-9
55	56	Lutheran Life Communities	IL	1,402	408	310	684	1,402	408	310	684	0
56	54	Providence Life Services	IL	1,361	767	312	282	1,421	767	372	282	-60
57	57	Lutheran Services Carolinas	NC	1,338	311	295	732	1,368	341	295	732	-30
58	58	Masonicare	CT	1,326	651	309	366	1,326	651	309	366	0
59	59	Methodist Retirement Communities	TX	1,316	629	393	294	1,316	629	393	294	0
60	61	SantaFe Senior Living Inc.	FL	1,306	876	316	114	1,306	876	316	114	0
61	62	Presbyterian Villages of Michigan	MI	1,288	902	284	102	1,270	904	264	102	18
62	64	Heritage Ministries	NY	1,268	363	221	684	1,268	363	221	684	0
63	65	National Lutheran Communities and Services	MD	1,255	697	247	311	1,251	697	245	309	4
64	67	Wesley Enhanced Living	PA	1,238	646	232	360	1,235	646	229	360	3
65	68	American Baptist Homes of the Midwest	MN	1,220	359	272	589	1,220	359	272	589	0
66	33	Diakon	PA	1,219	615	192	412	2,072	763	414	895	-853
67	71	Western Home Services Inc.	IA	1,213	616	314	283	1,193	596	314	283	20
68	70	Holland Home	MI	1,212	750	303	159	1,198	751	288	159	14
69	69	UMRC and Porter Hills	MI	1,199	678	335	186	1,199	678	335	186	0
70	72	SpiriTrust Lutheran	PA	1,187	554	289	344	1,182	549	289	344	5
71	73	Friendship Villages of St. Louis	MO	1,184	814	136	234	1,175	811	130	234	9
72	74	Phoebe Ministries	PA	1,163	370	259	534	1,163	370	259	534	0
73	96	Wesley Homes	WA	1,160	762	214	184	930	592	154	184	230
74	76	United Methodist Homes	NY	1,134	437	271	426	1,134	437	271	426	0
75	77	Pinnacle Living	VA	1,125	544	391	190	1,127	544	393	190	-2

Organizational Characteristics: Units (Continued)

Rank Detailed by Units (2021 vs. 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2020 to 2021
				2021 Units				2020 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
76	94	Sequoia Living	CA	1,116	844	136	136	946	702	103	141	170
77	79	Ingleside	MD	1,112	832	157	123	1,112	832	157	123	0
78	78	Friendship Senior Options	IL	1,111	685	184	242	1,115	689	184	242	-4
79	86	Baruch Senior Ministries	MI	1,080	6	1,074	0	1,002	0	1,002	0	78
80	75	Eventide	MN	1,077	65	460	552	1,156	71	533	552	-79
81	151	Legacy Lifecare fka Chelsea Jewish Lifecare, Inc.	MA	1,064	0	367	697	623	3	256	364	441
82	136	Christian Health Care Center	NJ	1,049	617	134	298	707	329	80	298	342
83	82	Life Enriching Communities	OH	1,039	592	182	265	1,067	613	178	276	-28
84	84	The Presbyterian Homes, Inc.	NC	1,028	706	133	189	1,028	706	133	189	0
85	83	Lutheran Homes of South Carolina	SC	1,018	424	243	351	1,064	407	306	351	-46
86	85	Christian Care Communities	KY	1,016	432	179	405	1,016	432	179	405	0
87	81	Walker Methodist	MN	1,009	328	421	260	1,075	0	748	327	-66
88	89	Presbyterian Communities of South Carolina	SC	996	411	311	274	983	411	298	274	13
89	87	Felician Services, Inc.	IL	990	177	268	545	990	177	268	545	0
90	80	Lutheran SeniorLife	PA	987	492	192	303	1,083	492	192	399	-96
91	88	Blue Skies of Texas	TX	984	728	129	127	984	728	129	127	0
92	91	UMRH, Inc.	NC	983	641	140	202	975	659	114	202	8
93	90	Liberty Lutheran Services	PA	978	443	318	217	978	443	318	217	0
94	92	Saint Therese	MN	965	467	133	365	965	467	133	365	0
95	95	RiverWoods Group	NH	955	681	175	99	940	681	172	87	15
96	93	EveryAge fka United Church Homes and Services	NC	955	537	90	328	953	535	90	328	2
97	97	Christian Living Communities	CO	924	420	312	192	930	427	311	192	-6
98	98	St. John's	NY	916	403	38	475	916	403	38	475	0
99	99	St. Ann's of Greater Rochester, Inc.	NY	913	296	75	542	913	296	75	542	0
100	101	Haverland Carter Lifestyle Group	NM	890	410	373	107	890	410	373	107	0

Organizational Characteristics: Units (Continued)

Rank Detailed by Units (2021 vs. 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2020 to 2021
				2021 Units				2020 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
101	102	Masonic Homes Kentucky	KY	887	449	151	287	888	450	151	287	-1
102	103	United Methodist Communities	NJ	884	88	548	248	884	88	548	248	0
103	104	St. Andrew's Resources for Seniors System	MO	877	379	208	290	877	379	208	290	0
104	100	Givens Communities	NC	869	713	44	112	900	681	89	130	-31
105	105	Menno Haven, Inc.	PA	869	486	223	160	868	506	202	160	1
106	106	Sun Health Services	AZ	867	637	115	115	867	637	115	115	0
107	107	Goodwin House Incorporated	VA	850	580	121	149	850	580	121	149	0
108	108	Mather	IL	848	712	59	77	848	712	59	77	0
109	109	Garden Spot Communities	PA	845	621	105	119	845	621	105	119	0
110	111	The New Jewish Home	NY	838	24	0	814	838	24	0	814	0
111	110	Living Branches	PA	834	459	232	143	839	459	237	143	-5
112	NR	Alliance Health & Human Services	MA	824	0	0	824	824	0	0	824	0
113	112	Lutheran Social Ministries of Maryland	MD	822	637	70	115	822	637	70	115	0
114	123	The Moorings, Incorporated	FL	814	594	114	106	777	557	114	106	37
115	113	Presbyterian Homes of Georgia	GA	814	330	149	335	814	330	149	335	0
116	114	LutherCare	PA	810	473	126	211	810	473	126	211	0
117	115	Landis Communities	PA	808	545	160	103	808	545	160	103	0
118	NR	Westminster-Canterbury on Chesapeake Bay	VA	806	618	80	108	638	450	80	108	168
119	117	Methodist Homes of Alabama & Northwest Florida	AL	803	39	339	425	803	39	339	425	0
120	119	Simpson Senior Services	PA	802	454	170	178	802	454	170	178	0
121	118	Wesley Willows	IL	800	546	163	91	802	546	165	91	-2
122	120	Oakwood Lutheran Senior Ministries	WI	795	492	193	110	789	492	197	100	6
123	121	Sunnyside Communities	VA	789	500	157	132	783	494	155	134	6
124	122	Vista Prairie Communities	MN	789	100	689	0	783	100	683	0	6
125	NR	Marquardt Village, Inc.	WI	774	201	243	330	774	201	243	330	0

Organizational Characteristics: Units (Continued)

Rank Detailed by Units (2021 vs. 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2020 to 2021
				2021 Units				2020 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
126	124	Amsterdam Continuing Care Health System, Inc.	NY	771	229	44	498	771	229	44	498	0
127	125	Grace Inspired Ministries	PA	767	451	151	165	767	451	151	165	0
128	126	United Church of Christ Homes	PA	766	267	124	375	766	267	124	375	0
129	127	Samaritas	MI	761	293	120	348	761	293	120	348	0
130	128	Christian Care Communities & Services	TX	760	412	229	119	759	411	229	119	1
131	129	Brazos Presbyterian Homes	TX	747	425	121	201	747	425	121	201	0
132	116	Messiah Lifeways	PA	741	442	164	135	808	441	183	184	-67
133	130	Benevolent Corporation Cedar Community	WI	737	422	225	90	747	412	225	110	-10
134	132	Bethany Lutheran Homes, Inc.	WI	726	282	321	123	726	282	321	123	0
135	133	Emerald Communities	WA	725	527	107	91	725	527	107	91	0
136	134	Episcopal SeniorLife Communities	NY	709	334	193	182	716	334	200	182	-7
137	135	Morningside Ministries	TX	708	434	134	140	707	345	152	210	1
138	131	Ohio Masonic Home	OH	706	301	241	164	732	302	266	164	-26
139	137	United Methodist Memorial Home	IN	699	188	255	256	699	188	255	256	0
140	146	Maple Knoll Communities, Inc.	OH	694	400	91	203	649	400	91	158	45
141	138	LifeStream Complete Senior Living, Inc.	AZ	694	369	158	167	694	369	158	167	0
142	140	The Wesley Communities	OH	678	338	234	106	678	338	234	106	0
143	141	United Lutheran Program for the Aging, Inc.	WI	678	320	206	152	678	320	206	152	0
144	142	Vincentian Collaborative Services	PA	675	66	82	527	675	66	82	527	0
145	144	Elder Care Alliance	CA	658	135	464	59	658	135	464	59	0
146	145	Baptist Senior Family fka Baptist Homes Society	PA	653	326	138	189	653	326	138	189	0
147	147	Community Wellness Partners, Inc.	NY	640	124	0	516	640	124	0	516	0
148	139	Sunset Senior Communities	MI	636	324	312	0	681	304	263	114	-45
149	148	Smith Senior Living	IL	636	322	144	170	636	322	144	170	0
150	149	Wellspring Lutheran Services	MI	635	125	169	341	635	125	169	341	0

Organizational Characteristics: Units (Continued)

Rank Detailed by Units (2021 vs. 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2020 to 2021
				2021 Units				2020 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
151	152	Baptist Retirement Homes of North Carolina, Inc.	NC	603	262	140	201	597	262	134	201	6
152	160	Episcopal Communities & Services	CA	594	443	110	41	566	436	82	48	28
153	154	Shepherd of the Valley Lutheran Retirement Services	OH	587	238	229	120	587	238	229	120	0
154	155	Lutheran Life Villages	IN	577	183	69	325	577	183	69	325	0
155	156	Episcopal Retirement Services	OH	576	267	115	194	576	267	115	194	0
156	157	Friends Homes, Inc.	NC	568	359	100	109	568	359	100	109	0
157	158	Havenwood Heritage Heights	NH	567	367	63	137	567	367	63	137	0
158	159	Ebenezer Society	MN	567	0	320	247	567	0	320	247	0
159	161	Bethel	NY	563	170	130	263	563	170	130	263	0
160	NR	The Legacy Senior Communities	TX	557	298	145	114	232	114	58	60	325
161	143	St. John's United	MT	557	204	167	186	665	195	284	186	-108
162	163	Friendly Senior Living	NY	555	298	57	200	555	298	57	200	0
163	164	Sholom Community Alliance	MN	552	153	142	257	552	153	142	257	0
164	200	Bethesda	MN	549	146	123	280	366	61	57	248	183
165	NR	Bluestem Communities	KS	544	321	65	158	544	321	65	158	0
166	165	Church Homes, Inc.	CT	542	319	24	199	542	319	24	199	0
167	162	Christian Village Communities	OH	542	189	205	148	559	221	190	148	-17
168	166	Cardinal Ritter Senior Services	MO	541	205	90	246	541	205	90	246	0
169	NR	Brooke Grove Foundation	MD	541	40	183	318	541	40	183	318	0
170	167	Medford Leas	NJ	537	394	119	24	536	393	119	24	1
171	168	EHM Senior Solutions	MI	529	112	70	347	529	112	70	347	0
172	169	The Lutheran Home Association	WI	525	161	157	207	525	161	157	207	0
173	150	CRISTA Senior Living	WA	524	374	150	0	624	374	141	109	-100
174	173	Rockwood Retirement Communities	WA	521	344	132	45	505	346	94	65	16
175	170	Redstone Presbyterian SeniorCare	PA	516	305	134	77	521	310	134	77	-5

Organizational Characteristics: Units (Continued)

Rank Detailed by Units (2021 vs. 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Units								Change in Total Units from 2020 to 2021
				2021 Units				2020 Units				
				Total	ILU	ALU	NCB	Total	ILU	ALU	NCB	
176	171	LindenGrove Communities	WI	511	0	258	253	511	0	258	253	0
177	172	United Methodist Homes	CT	507	90	297	120	507	90	297	120	0
178	174	Judson Services, Inc.	OH	500	227	135	138	500	227	135	138	0
179	178	Knute Nelson	MN	494	211	200	83	474	211	180	83	20
180	177	Eliza Jennings Senior Care Network	OH	486	175	89	222	486	175	89	222	0
181	186	St. Paul's Senior Services	CA	482	134	289	59	451	188	204	59	31
182	175	Bethany St. Joseph Corporation	WI	473	135	158	180	497	135	158	204	-24
183	179	Deaconess Abundant Life Communities	MA	469	283	144	42	469	283	144	42	0
184	180	Presbyterian Homes and Services of Kentucky	KY	466	185	0	281	466	185	0	281	0
185	182	The Lutheran Home and Harwood Place	WI	461	170	104	187	461	170	104	187	0
186	188	Beechwood Health Care Center, Inc.	NY	460	188	0	272	438	110	56	272	22
187	184	The Loomis Communities	MA	459	359	58	42	459	359	58	42	0
188	185	Good Shepherd Communities, Inc.	NY	457	192	99	166	457	192	99	166	0
189	153	Genacross Lutheran Services	OH	457	137	135	185	597	137	175	285	-140
190	187	Michigan Masonic Homes	MI	442	38	155	249	442	38	155	249	0
191	195	Clark Retirement Community, Inc.	MI	441	247	155	39	400	195	166	39	41
192	189	Willow Brook Christian Communities	OH	437	230	123	84	437	230	123	84	0
193	181	Allegheny Lutheran Social Ministries Inc.	PA	431	183	96	152	463	215	96	152	-32
194	190	Baptist Life Communities	KY	428	150	60	218	428	150	60	218	0
195	191	Skaalen Retirement Services	WI	421	229	101	91	419	229	99	91	2
196	NR	Wesbury	PA	418	117	91	210	0	0	0	0	0
197	193	Community First Solutions	OH	413	184	101	128	409	180	101	128	4
198	192	A.G.Rhodes	GA	413	0	0	413	418	0	0	418	-5
199	198	Parker Health Group	NJ	407	0	60	347	372	0	60	312	0
200	>200	SCBMA	SC	402	94	134	174	402	94	134	174	0
		TOTAL UNITS		306,736	152,718	65,770	88,248	302,107	147,742	64,583	89,782	4,176

NR: Not Ranked in that year

Organizational Characteristics: Units

Summary of Unit Mix (by Largest 10, 25, 50, 100, 150, & Total)

Largest	ILU	ALU	NCB	Total Units	% as total of LZ 200 units
10	50,928	14,414	23,589	88,931	29%
25	78,015	25,002	36,429	139,446	45%
50	96,874	37,231	52,110	186,215	61%
100	124,075	50,603	68,571	243,249	79%
150	142,608	59,489	79,470	281,567	92%
200	152,718	65,770	88,248	306,736	100%

Analysis of Unit Mix for Each Year's Respective LZ 150 & LZ 200 Listing

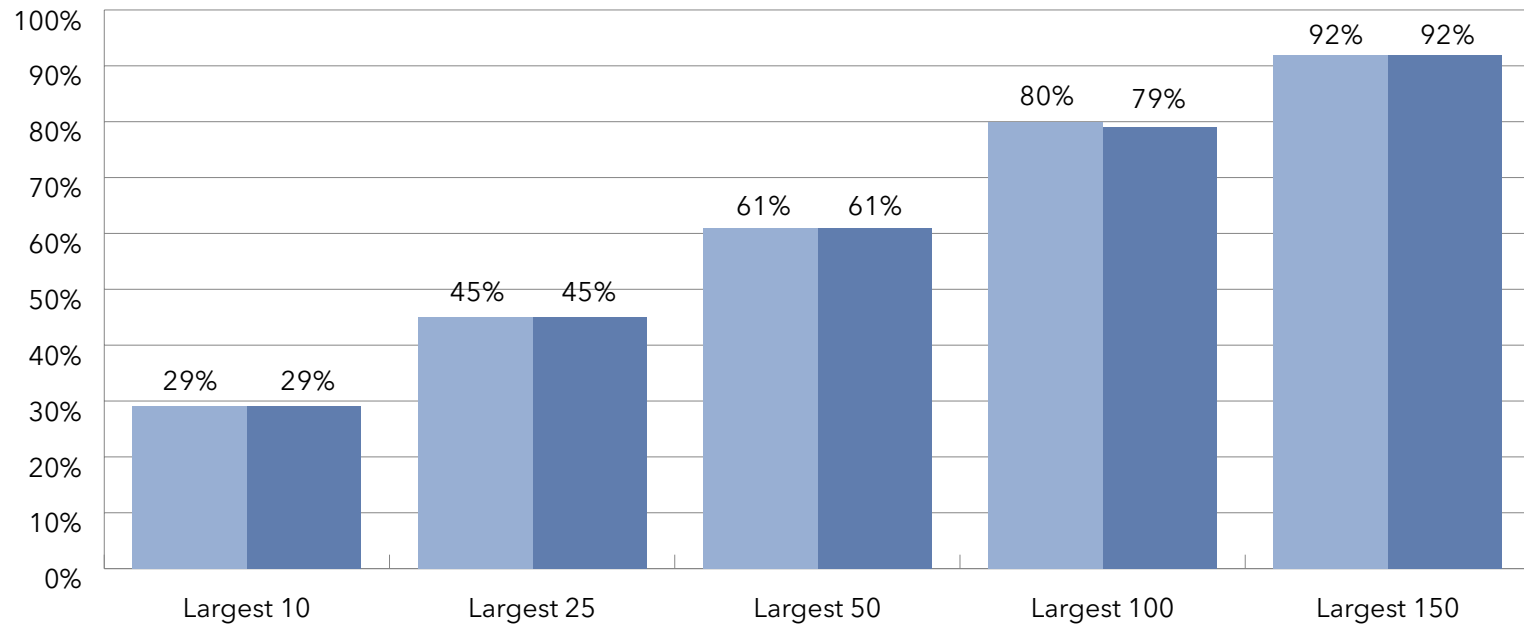
2018 LZ 200*				
2017 avg units/system	714.8	298.7	464.8	1,478.3
Percent of total	48.4%	20.2%	31.4%	100%
2019 LZ 200*				
2018 avg units/system	734.8	311.8	462.8	1509.4
Percent of total	48.4%	20.2%	31.4%	100%
2020 LZ 200*				
2019 avg units/system	750.4	319.6	453.1	1513.5
Percent of total	49.6%	21.1%	29.9%	100%
2021 LZ 200*				
2020 avg units/system	738.7	322.9	448.9	1510.5
Percent of total	48.9%	21.4%	29.7%	100%
2022 LZ 200*				
2021 avg units/system	763.6	328.9	441.2	1533.7
Percent of total	49.8%	21.4%	28.8%	100%

Largest	2021 Total Units	2020 Total Units	Change in total units	Percent change in total units
10	88,931	87,746	1,185	1.3%
25	139,446	136,929	2,517	1.8%
50	186,215	182,646	3,569	1.9%
100	243,249	239,398	3,851	1.6%
150	281,567	277,639	3,928	1.4%
200	306,736	302,107	4,629	1.5%

*Note change from 150 to 200 in the 2018 publication

Organizational Characteristics: Locations

Percentage of Total Units Owned (by Largest 10, 25, 50, 100, & 150)

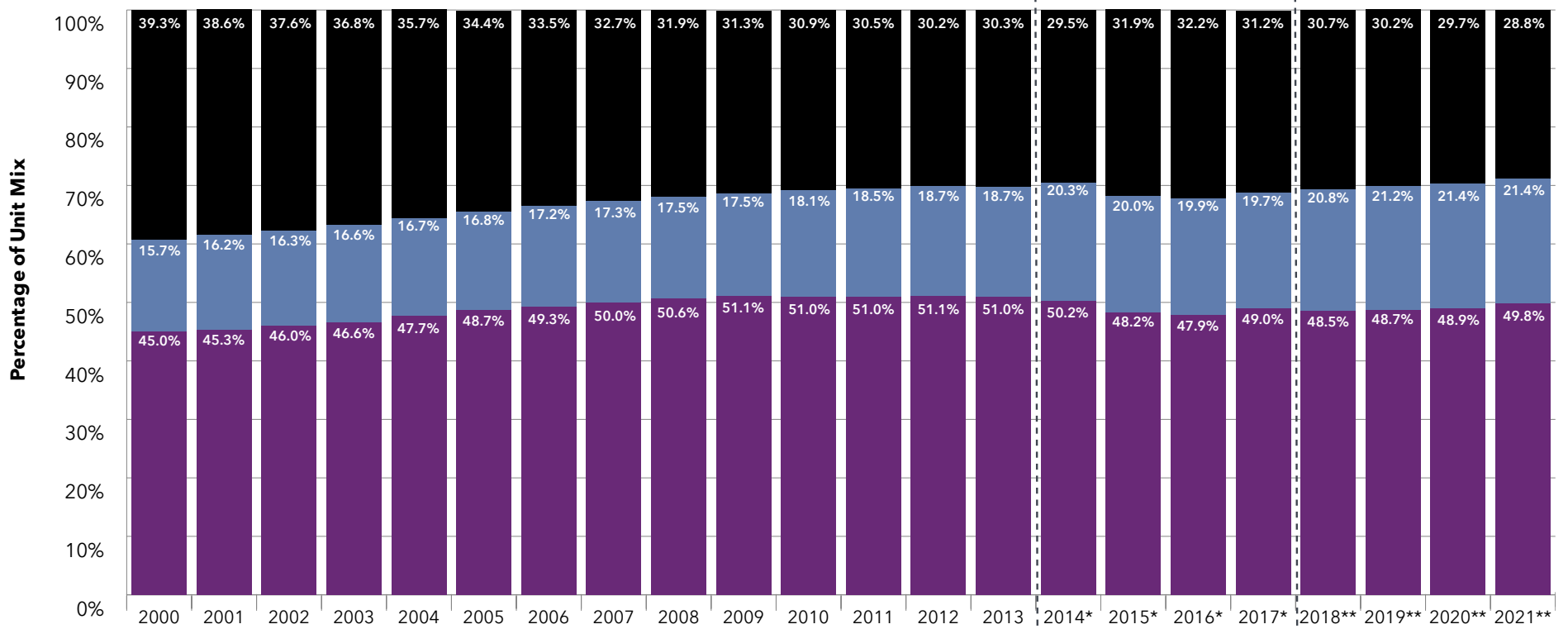


KEY:



Organizational Characteristics: Locations

Total Mix by Year, by Percent, 2000 Through 2021 for 2022 LZ 200



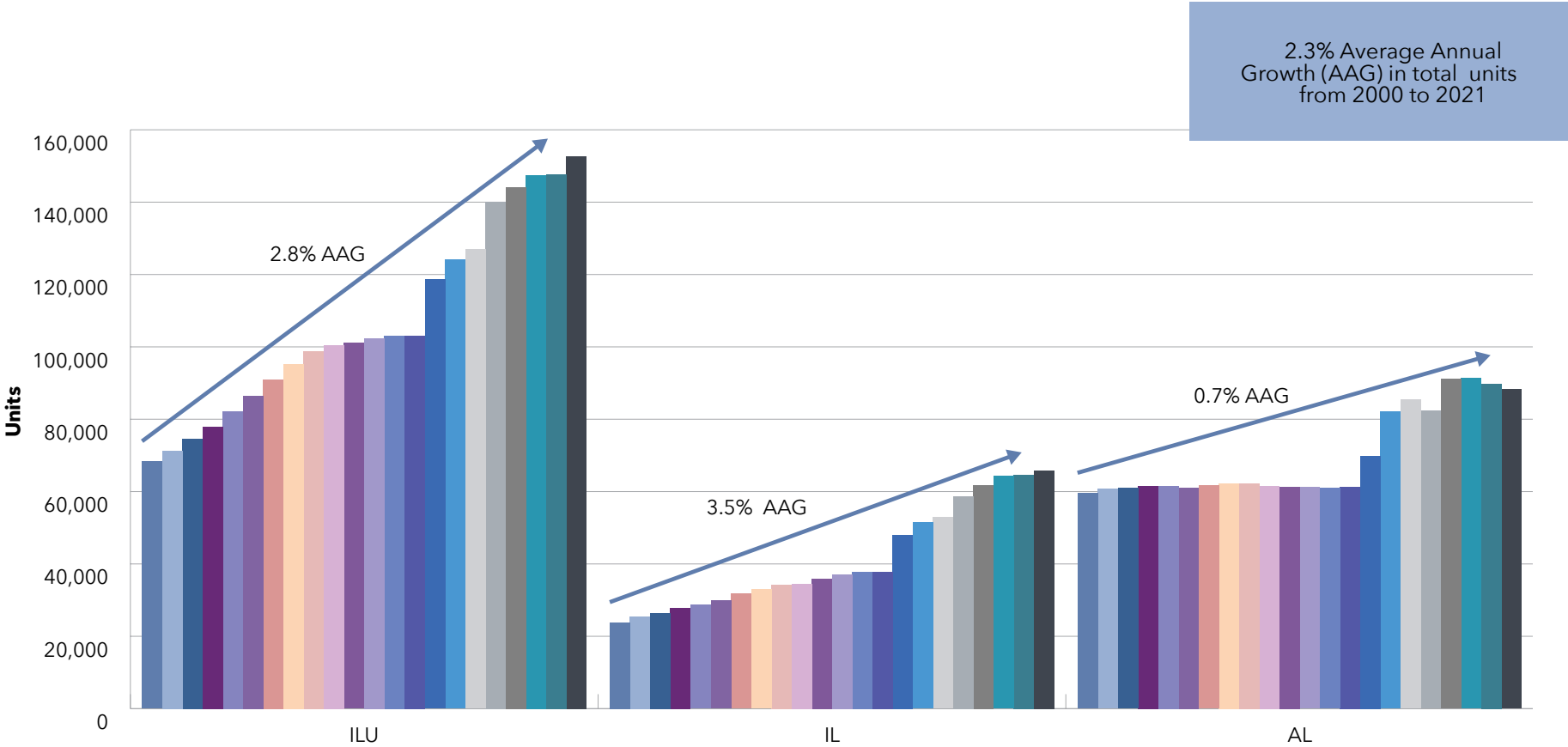
KEY: ■ ILU ■ ALU ■ NCB

*Note change from 100 to 150 with the 2014 publication

**Note change from 150 to 200 with the 2018 publication

Organizational Characteristics: Locations

Unit Type Comparison, 2000 Through 2021 for 2022 LZ 200



- KEY:
- 2000
 - 2001
 - 2002
 - 2003
 - 2004
 - 2005
 - 2006
 - 2007
 - 2008
 - 2009
 - 2010
 - 2011
 - 2012
 - 2013
 - 2014*
 - 2015*
 - 2016*
 - 2017**
 - 2018**
 - 2019**
 - 2020**
 - 2021**

*Reflects change from 100 to 150 with the 2014 publication
 **Reflects change from 150 to 200 with the 2018 publication

Organizational Characteristics: Communities Rank Detailed by Communities (2021 vs 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2020 to 2021
				2021 Communities					2020 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
1	1	National Senior Campuses, Inc.	MA	16	16	0	0	0	16	16	0	0	0	0
2	2	The Evangelical Lutheran Good Samaritan Society	SD	141	53	8	9	71	142	53	8	9	72	-1
3	3	ACTS Retirement Services, Inc.	PA	26	26	0	0	0	26	26	0	0	0	0
4	4	Presbyterian Homes and Services	MN	55	16	36	0	3	52	16	33	0	3	3
5	5	Ascension Living	MO	35	9	5	2	19	36	9	5	2	20	-1
6	6	HumanGood	CA	22	21	1	0	0	21	20	1	0	0	1
7	9	Covenant Living Communities & Services	IL	18	14	2	1	1	18	13	3	1	1	0
8	8	Lifespace Communities, Inc.	IA	14	14	0	0	0	15	15	0	0	0	-1
9	7	Trinity Health Senior Communities	MI	33	6	10	2	15	36	6	10	2	18	-3
10	10	Benedictine	MN	33	10	3	3	17	34	10	4	3	17	-1
11	11	Westminster Retirement Communities of Florida	FL	10	10	0	0	0	10	10	0	0	0	0
12	12	Retirement Housing Foundation	CA	18	9	8	1	0	18	9	8	1	0	0
13	22	Front Porch Communities and Services & Covia Communities	CA	19	10	9	0	0	10	5	5	0	0	9
14	14	Lutheran Senior Services	MO	11	9	0	1	1	11	9	0	1	1	0
15	16	Asbury Communities, Inc.	MD	9	9	0	0	0	8	8	0	0	0	1
16	15	Cassia	MN	47	0	0	30	17	48	0	0	31	17	-1
17	13	The Kendal Corporation	PA	11	9	1	0	1	12	10	1	0	1	-1
18	18	Pacific Retirement Services	OR	10	10	0	0	0	10	10	0	0	0	0
19	17	Presbyterian Senior Living	PA	16	11	3	2	0	18	11	5	2	0	-2
20	20	Otterbein SeniorLife	OH	18	9	0	0	9	17	8	0	0	9	1
21	23	Concordia Lutheran Ministries	PA	15	6	0	7	2	14	6	0	6	2	1
22	19	Ohio Living	OH	12	9	1	0	2	12	9	1	0	2	0
23	21	The Carmelite System, Inc.	NY	15	1	0	3	11	15	1	0	3	11	0
24	24	Masonic Villages of the Grand Lodge of Pennsylvania	PA	5	3	1	0	1	5	3	1	0	1	0
25	27	Transforming Age	WA	18	3	7	8	0	18	3	10	5	0	0

Organizational Characteristics: Communities (Continued)

Rank Detailed by Communities (2021 vs 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2020 to 2021
				2021 Communities					2020 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
26	25	Springpoint Senior Living Inc.	NJ	9	8	0	0	1	9	8	0	0	1	0
27	26	Volunteers of America	VA	23	4	2	9	8	23	4	2	9	8	0
28	29	Christian Horizons	MO	12	8	2	2	0	13	11	0	1	1	-1
29	31	Christian Care Companies	AZ	6	0	5	0	1	6	0	5	0	1	0
30	30	Presbyterian Manors of Mid-America, Inc.	KS	15	14	0	1	0	15	14		1	0	0
31	32	Ecumen	MN	30	0	5	20	5	30	0	5	20	5	0
32	34	Willow Valley Communities	PA	3	3	0	0	0	3	3	0	0	0	0
33	39	National Church Residences	OH	13	3	1	9	0	12	3	0	9	0	1
34	37	WesleyLife	IA	11	9	0	0	2	10	8	0	0	2	1
35	35	Homewood Retirement Centers, Inc.	MD	5	4	1	0	0	5	4	1	0	0	0
36	36	Greencroft Communities	IN	9	7	0	2	0	9	7	0	2	0	0
37	38	ArchCare	NY	6	0	0	1	5	6	0	0	1	5	0
38	41	United Church Homes, Inc.	OH	14	5	5	0	4	13	5	4	0	4	1
39	40	Bethesda Senior Living Communities	CO	18	0	2	16	0	18	0	2	16	0	0
40	47	BHI Senior Living, Inc.	IN	5	5	0	0	0	5	5	0	0	0	0
41	42	Franciscan Communities	IL	9	5	1	3	0	9	5	1	3	0	0
42	46	Covenant Health	MA	14	0	0	4	10	13	0	0	4	9	1
43	43	Buckner Retirement Services, Inc.	TX	6	6	0	0	0	6	6	0	0	0	0
44	44	Loretto	NY	9	1	2	4	2	9	1	2	4	2	0
45	50	Bethesda Health Group, Inc.	MO	12	0	6	2	4	12	0	6	2	4	0
46	48	Presbyterian SeniorCare Network	PA	7	7	0	0	0	7	7	0	0	0	0
47	66	Immanuel	NE	19	8	2	7	2	17	7	1	7	2	2
48	45	Eskaton	CA	12	1	1	7	3	13	1	1	8	3	-1
49	49	Hebrew SeniorLife	MA	4	2	1	0	1	4	2	1	0	1	0
50	51	Baptist Village Communities	OK	12	3	8	1	0	12	3	8	1	0	0

Organizational Characteristics: Communities (Continued)

Rank Detailed by Communities (2021 vs 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2020 to 2021
				2021 Communities					2020 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
51	52	Magnolia Manor, Inc.	GA	8	2	4	1	1	8	2	4	1	1	0
52	53	Mississippi Methodist Senior Services, Inc.	MS	12	2	8	0	2	12	2	8	0	2	0
53	63	LifeSpire of Virginia	VA	5	5	0	0	0	4	4	0	0	0	1
54	55	Presbyterian Homes	IL	4	3	1	0	0	4	3	1	0	0	0
55	56	Lutheran Life Communities	IL	5	4	0	0	1	5	4	0	0	1	0
56	54	Providence Life Services	IL	7	1	4	1	1	7	1	4	1	1	0
57	57	Lutheran Services Carolinas	NC	8	2	1	0	5	8	2	1	0	5	0
58	58	Masonicare	CT	7	2	2	2	1	7	2	2	2	1	0
59	59	Methodist Retirement Communities	TX	7	5	1	1	0	7	5	1	1	0	0
60	61	SantaFe Senior Living Inc.	FL	3	2	1	0	0	3	2	1	0	0	0
61	62	Presbyterian Villages of Michigan	MI	10	1	7	2	0	10	1	7	2	0	0
62	64	Heritage Ministries	NY	8	4	2	1	1	8	4	2	1	1	0
63	65	National Lutheran Communities and Services	MD	4	3	0	1	0	4	2	1	1	0	0
64	67	Wesley Enhanced Living	PA	6	6	0	0	0	6	6	0	0	0	0
65	68	American Baptist Homes of the Midwest	MN	7	5	0	0	2	7	5	0	0	2	0
66	33	Diakon Lutheran Social Ministries	PA	4	4	0	0	0	8	8	0	0	0	-4
67	71	Western Home Services Inc.	IA	5	2	2	0	1	5	2	2	0	1	0
68	70	Holland Home	MI	2	2	0	0	0	2	2	0	0	0	0
69	69	UMRC and Porter Hills	MI	6	3	2	1	0	6	3	2	1	0	0
70	72	SpiriTrust Lutheran	PA	6	6	0	0	0	6	6	0	0	0	0
71	73	Friendship Villages of St. Louis	MO	2	2	0	0	0	2	2	0	0	0	0
72	74	Phoebe Ministries	PA	4	4	0	0	0	4	4	0	0	0	0
73	96	Wesley Homes	WA	4	2	2	0	0	3	2	1	0	0	1
74	76	United Methodist Homes	NY	4	3	0	1	0	4	3	0	1	0	0
75	77	Pinnacle Living	VA	5	5	0	0	0	5	5	0	0	0	0

Organizational Characteristics: Communities (Continued)

Rank Detailed by Communities (2021 vs 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2020 to 2021
				2021 Communities					2020 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
76	94	Sequoia Living	CA	4	4	0	0	0	3	3	0	0	0	1
77	79	Ingleside	MD	3	3	0	0	0	3	3	0	0	0	0
78	78	Friendship Senior Options	IL	2	2	0	0	0	2	2	0	0	0	0
79	86	Baruch Senior Ministries	MI	27	0	0	27	0	24	0	0	24	0	3
80	75	Eventide	MN	5	5	0	0	0	6	5	0	1	0	-1
81	151	Legacy Lifecare fka Chelsea Jewish Lifecare, Inc.	MA	5	0	0	0	5	4	0	0	0	4	1
82	136	Christian Health fka Christian Health Care Center	NJ	7	0	5	1	1	6	0	4	1	1	1
83	82	Life Enriching Communities	OH	3	3	0	0	0	3	3	0	0	0	0
84	84	The Presbyterian Homes, Inc.	NC	3	3	0	0	0	3	3	0	0	0	0
85	83	Lutheran Homes of South Carolina	SC	5	5	0	0	0	5	5	0	0	0	0
86	85	Christian Care Communities	KY	8	3	2	1	2	8	3	3	1	1	0
87	81	Walker Methodist	MN	7	1	4	1	1	9	0	0	8	1	-2
88	89	Presbyterian Communities of South Carolina	SC	6	6	0	0	0	6	6	0	0	0	0
89	87	Felician Services, Inc.	IL	8	2	2	1	3	8	2	2	1	3	0
90	80	Lutheran SeniorLife	PA	11	2	8	0	1	10	2	7	0	1	1
91	88	Blue Skies of Texas	TX	2	2	0	0	0	2	2	0	0	0	0
92	91	UMRH, Inc.	NC	3	3	0	0	0	3	3	0	0	0	0
93	90	Liberty Lutheran Services	PA	5	3	1	0	1	5	3	1	0	1	0
94	92	Saint Therese	MN	5	3	0	1	1	5	3	0	1	1	0
95	95	RiverWoods Group	NH	3	3	0	0	0	3	3	0	0	0	0
96	93	EveryAge fka United Church Homes and Services	NC	3	3	0	0	0	3	3	0	0	0	0
97	97	Christian Living Communities	CO	6	3	0	3	0	6	3	0	3	0	0
98	98	St. John's	NY	4	0	1	1	2	4	0	1	1	2	0
99	99	St. Ann's of Greater Rochester, Inc.	NY	3	2	1	0	0	3	2	1	0	0	0
100	101	Haverland Carter Lifestyle Group	NM	4	2	0	2	0	4	2	0	2	0	0

Organizational Characteristics: Communities (Continued)

Rank Detailed by Communities (2021 vs 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2020 to 2021
				2021 Communities					2020 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
101	102	Masonic Homes Kentucky	KY	3	2	1	0	0	3	2	1	0	0	0
102	103	United Methodist Communities	NJ	4	1	0	3	0	4	1	0	3	0	0
103	104	St. Andrew's Resources for Seniors System	MO	6	1	2	1	2	6	0	3	1	2	0
104	100	Givens Communities	NC	2	2	0	0	0	2	2	0	0	0	0
105	105	Menno Haven, Inc.	PA	2	2	0	0	0	2	2	0	0	0	0
106	106	Sun Health Services	AZ	3	3	0	0	0	3	3	0	0	0	0
107	107	Goodwin House Incorporated	VA	2	2	0	0	0	2	2	0	0	0	0
108	108	Mather	IL	3	2	1	0	0	3	2	1	0	0	0
109	109	Garden Spot Communities	PA	2	1	0	0	1	2	1	0	0	1	0
110	111	The New Jewish Home	NY	3	0	1	0	2	3	0	1	0	2	0
111	110	Living Branches	PA	3	2	0	1	0	3	2	0	1	0	0
112	NR	Alliance Health & Human Services	MA	8	0	0	0	8	8	0	0	0	8	0
113	112	Lutheran Social Ministries of Maryland	MD	2	2	0	0	0	2	2	0	0	0	0
114	123	The Moorings, Incorporated	FL	3	1	2	0	0	3	1	2	0	0	0
115	113	Presbyterian Homes of Georgia	GA	3	3	0	0	0	3	3	0	0	0	0
116	114	LutherCare	PA	3	0	2	0	1	3	0	2	0	1	0
117	115	Landis Communities	PA	3	1	1	1	0	3	1	1	1	0	0
118	NR	Westminster-Canterbury on Chesapeake Bay	VA	2	1	1	0	0	2	1	1	0	0	0
119	117	Methodist Homes of Alabama & Northwest Florida	AL	5	1	0	3	1	5	1	0	3	1	0
120	119	Simpson Senior Services	PA	3	3	0	0	0	3	3	0	0	0	0
121	118	Wesley Willows	IL	2	1	1	0	0	2	1	1	0	0	0
122	120	Oakwood Lutheran Senior Ministries	WI	2	2	0	0	0	2	2	0	0	0	0
123	121	Sunnyside Communities	VA	3	3	0	0	0	3	3	0	0	0	0
124	122	Vista Prairie Communities	MN	9	0	0	9	0	9	0	0	9	0	0
125	NR	Marquardt Village, Inc.	WI	4	2	0	0	2	4	2	0	0	2	0

Organizational Characteristics: Communities (Continued)

Rank Detailed by Communities (2021 vs 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2020 to 2021
				2021 Communities					2020 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
126	124	Amsterdam Continuing Care Health System, Inc.	NY	2	1	0	0	1	2	1	0	0	1	0
127	125	Grace Inspired Ministries	PA	2	2	0	0	0	2	2	0	0	0	0
128	126	United Church of Christ Homes	PA	6	4	2	0	0	6	4	2	0	0	0
129	127	Samaritas	MI	5	1	2	0	2	5	1	2	0	2	0
130	128	Christian Care Communities & Services	TX	3	3	0	0	0	3	3	0	0	0	0
131	129	Brazos Presbyterian Homes	TX	3	3	0	0	0	3	3	0	0	0	0
132	116	Messiah Lifeways	PA	2	1	1	0	0	2	1	1	0	0	0
133	130	Benevolent Corporation Cedar Community	WI	6	1	3	2	0	6	1	3	2	0	0
134	132	Bethany Lutheran Homes, Inc.	WI	10	2	1	6	1	10	2	1	6	1	0
135	133	Emerald Communities	WA	2	2	0	0	0	2	2	0	0	0	0
136	134	Episcopal SeniorLife Communities	NY	9	0	5	3	1	8	0	5	2	1	1
137	135	Morningside Ministries	TX	3	2	1	0	0	2	2	0	0	0	1
138	131	Ohio Masonic Home	OH	3	2	1	0	0	3	2	1	0	0	0
139	137	United Methodist Memorial Home	IN	3	3	0	0	0	3	3	0	0	0	0
140	146	Maple Knoll Communities, Inc.	OH	2	2	0	0	0	2	2	0	0	0	0
141	138	LifeStream Complete Senior Living, Inc.	AZ	4	1	2	1	0	4	1	2	1	0	0
142	140	The Wesley Communities	OH	3	1	2	0	0	3	1	2	0	0	0
143	141	United Lutheran Program for the Aging, Inc.	WI	5	0	1	3	1	5	0	1	3	1	0
144	142	Vincentian Collaborative Services	PA	4	2	0	0	2	4	2	0	0	2	0
145	144	Elder Care Alliance	CA	5	1	1	3	0	5	1	1	3	0	0
146	145	Baptist Senior Family fka Baptist Homes Society	PA	2	1	0	0	1	2	1	0	0	1	0
147	147	Community Wellness Partners, Inc.	NY	4	0	1	1	2	4	0	1	1	2	0
148	139	Sunset Senior Communities	MI	4	0	2	2	0	4	0	2	1	1	0
149	148	Smith Senior Living	IL	2	2	0	0	0	2	2	0	0	0	0
150	149	Wellspring Lutheran Services	MI	9	1	2	2	4	9	1	2	2	4	0

Organizational Characteristics: Communities (Continued)

Rank Detailed by Communities (2021 vs 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2020 to 2021
				2021 Communities					2020 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
151	152	Baptist Retirement Homes of North Carolina, Inc.	NC	4	2	0	1	1	4	2	0	1	1	0
152	160	Episcopal Communities & Services	CA	4	3	0	1	0	3	3	0	0	0	1
153	154	Shepherd of the Valley Lutheran Retirement Services	OH	4	2	1	0	1	4	2	1	0	1	0
154	155	Lutheran Life Villages	IN	4	2	0	0	2	4	2	0	0	2	0
155	156	Episcopal Retirement Services	OH	3	3	0	0	0	3	3	0	0	0	0
156	157	Friends Homes, Inc.	NC	2	2	0	0	0	2	2	0	0	0	0
157	158	Havenwood Heritage Heights	NH	2	2	0	0	0	2	2	0	0	0	0
158	159	Ebenezer Society	MN	8	0	0	5	3	8	0	0	5	3	0
159	161	Bethel	NY	5	1	1	1	2	5	1	1	1	2	0
160	NR	The Legacy Senior Communities	TX	2	2	0	0	0	2	2	0	0	0	0
161	143	St. John's United	MT	5	4	0	1	0	5	4	0	1	0	0
162	163	Friendly Senior Living	NY	4	0	2	1	1	4	0	2	1	1	0
163	164	Sholom Community Alliance	MN	5	0	1	2	2	5	0	1	2	2	0
164	200	Bethesda	MN	3	0	1	1	1	3	0	1	1	1	0
165	NR	Bluestem Communities	KS	2	2	0	0	0	2	2	0	0	0	0
166	165	Church Homes, Inc.	CT	2	2	0	0	0	2	2	0	0	0	0
167	162	Christian Village Communities	OH	2	2	0	0	0	2	2	0	0	0	0
168	166	Cardinal Ritter Senior Services	MO	4	1	1	1	1	4	1	1	1	1	0
169	NR	Brooke Grove Foundation	MD	3	1	0	1	1	3	1	0	1	1	0
170	167	Medford Leas	NJ	2	1	1	0	0	2	1	1	0	0	0
171	168	EHM Senior Solutions	MI	8	1	3	2	2	8	1	3	2	2	0
172	169	The Lutheran Home Association	WI	6	2	1	2	1	6	2	1	2	1	0
173	150	CRISTA Senior Living	WA	2	0	1	1	0	2	2	0	0	0	0
174	173	Rockwood Retirement Communities	WA	2	2	0	0	0	2	2	0	0	0	0
175	170	Redstone Presbyterian SeniorCare	PA	3	1	2	0	0	3	1	2	0	0	0

Organizational Characteristics: Communities (Continued)

Rank Detailed by Communities (2021 vs 2020)

2022 Rank	2021 Rank	System Name	State	Summary of Not-for-Profit Communities										Change in Total Communities from 2020 to 2021
				2021 Communities					2020 Communities					
				Total	LPC	IL	AL	NH	Total	LPC	IL	AL	NH	
176	171	LindenGrove Communities	WI	4	4	0	0	0	4	4	0	0	0	0
177	172	United Methodist Homes	CT	3	1	0	2	0	3	1	0	2	0	0
178	174	Judson Services, Inc.	OH	2	1	1	0	0	2	1	1	0	0	0
179	178	Knute Nelson	MN	7	0	2	4	1	6	0	2	3	1	1
180	177	Eliza Jennings Senior Care Network	OH	3	1	0	1	1	3	1	0	1	1	0
181	186	St. Paul's Senior Services	CA	4	0	1	2	1	4	0	1	2	1	0
182	175	Bethany St. Joseph Corporation	WI	12	0	5	5	2	12	0	5	5	2	0
183	179	Deaconess Abundant Life Communities	MA	3	1	1	1	0	3	1	1	1	0	0
184	180	Presbyterian Homes and Services of Kentucky	KY	4	0	0	2	2	4	0	0	2	2	0
185	182	The Lutheran Home and Harwood Place	WI	4	0	1	2	1	4	0	1	2	1	0
186	188	Beechwood Health Care Center, Inc.	NY	3	0	1	0	2	3	0	1	1	1	0
187	184	The Loomis Communities	MA	3	3	0	0	0	3	3	0	0	0	0
188	185	Good Shepherd Communities, Inc.	NY	3	1	0	0	2	3	1	0	0	2	0
189	153	Genacross Lutheran Services	OH	2	1	1	0	0	3	2	1	0	0	-1
190	187	Michigan Masonic Homes	MI	2	1	0	0	1	2	1	0	0	1	0
191	195	Clark Retirement Community, Inc.	MI	2	2	0	0	0	2	2	0	0	0	0
192	189	Willow Brook Christian Communities	OH	3	2	0	1	0	3	2	0	1	0	0
193	181	Allegheny Lutheran Social Ministries Inc.	PA	3	3	0	0	0	3	3	0	0	0	0
194	190	Baptist Life Communities	KY	6	1	2	1	2	6	1	2	1	2	0
195	191	Skaalen Retirement Services	WI	8	0	4	3	1	8	0	4	3	1	0
196	NR	Wesbury	PA	2	1	1	0	0	2	1	1	0	0	0
197	193	Community First Solutions	OH	3	2	0	0	1	3	2	0	0	1	0
198	192	A.G.Rhodes	GA	3	0	0	0	3	3	0	0	0	3	0
199	198	Parker	NJ	5	0	0	1	4	5	0	0	1	4	0
200	194	SCBMA	SC	2	2	0	0	0	2	2	0	0	0	0
		TOTAL UNITS		1,570	680	274	292	324	1,556	676	263	290	327	14

NR: Not Ranked in that year

Organizational Characteristics: Communities

Summary of Community Mix (by Largest 10, 25, 50, 100, 150, & Total)

Largest	LPC	IL	AL	NH	ALL	Percent as total of LZ 200
10	185	65	17	126	393	25%
25	293	95	69	170	627	40%
50	396	139	157	218	910	58%
100	539	200	206	250	1,195	76%
150	615	239	247	282	1,383	88%
200	680	274	292	324	1,570	100%

Analysis of Community Mix for Each Year's Respective LZ 200 Listing					
	LPC	IL	AL	NH	ALL
2018 LZ 150*					
2017 avg communities/system	3.4	1.3	1.2	1.5	7.4
Percent of total	45.9%	17.3%	15.9%	20.9%	100.0%
2019 LZ 200*					
2018 avg communities/system	3.5	1.3	1.4	1.6	7.8
Percent of total	44.5%	17.3%	17.8%	20.4%	100.0%
2020 LZ 200*					
2019 avg communities/system	3.5	1.3	1.5	1.6	7.9
Percent of total	43.7%	16.9%	18.8%	20.7%	100.0%
2021 LZ 200*					
2020 avg communities/system	3.3	1.4	1.6	1.7	8.0
Percent of total	41.6%	17.3%	19.5%	21.7%	100.0%
2022 LZ 200*					
2021 avg communities/system	3.4	1.4	1.5	1.6	7.9
Percent of total	43.1%	17.4%	18.8%	20.7%	100.0%

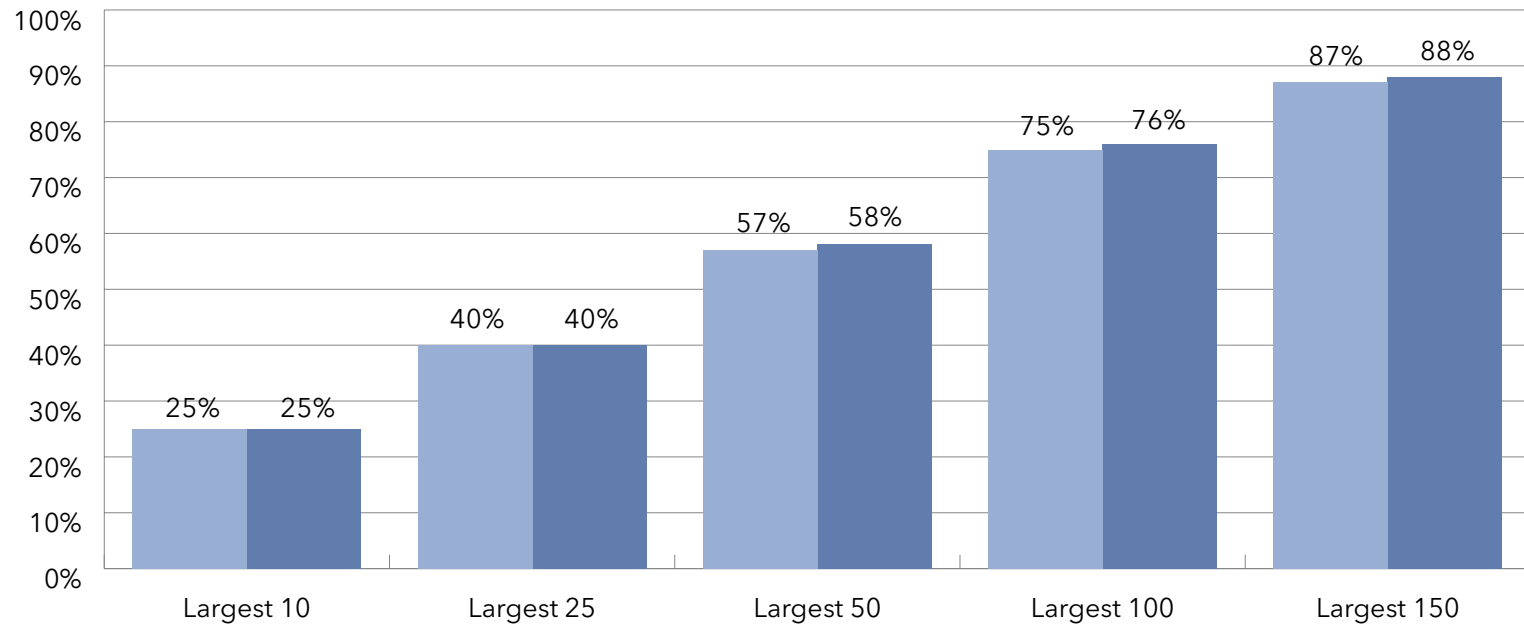
*Note change from 150 to 200 in the 2018 publication

Largest	2021 Total Communities	2020 Total Communities	Change in total communities	Percent change in total communities
10	393	396	-3	-0.8%
25	627	624	3	0.5%
50	910	911	-1	-0.1%
100	1,195	1,186	9	0.8%
150	1,383	1,376	7	0.5%
200	1,570	1,558	12	0.8%

*Largest 10 community reduction primarily attributed to ELGSS dispositions/closures

Organizational Characteristics: Communities

Percentage of Communities Owned (by Largest 10, 25, 50, 100, & 150)

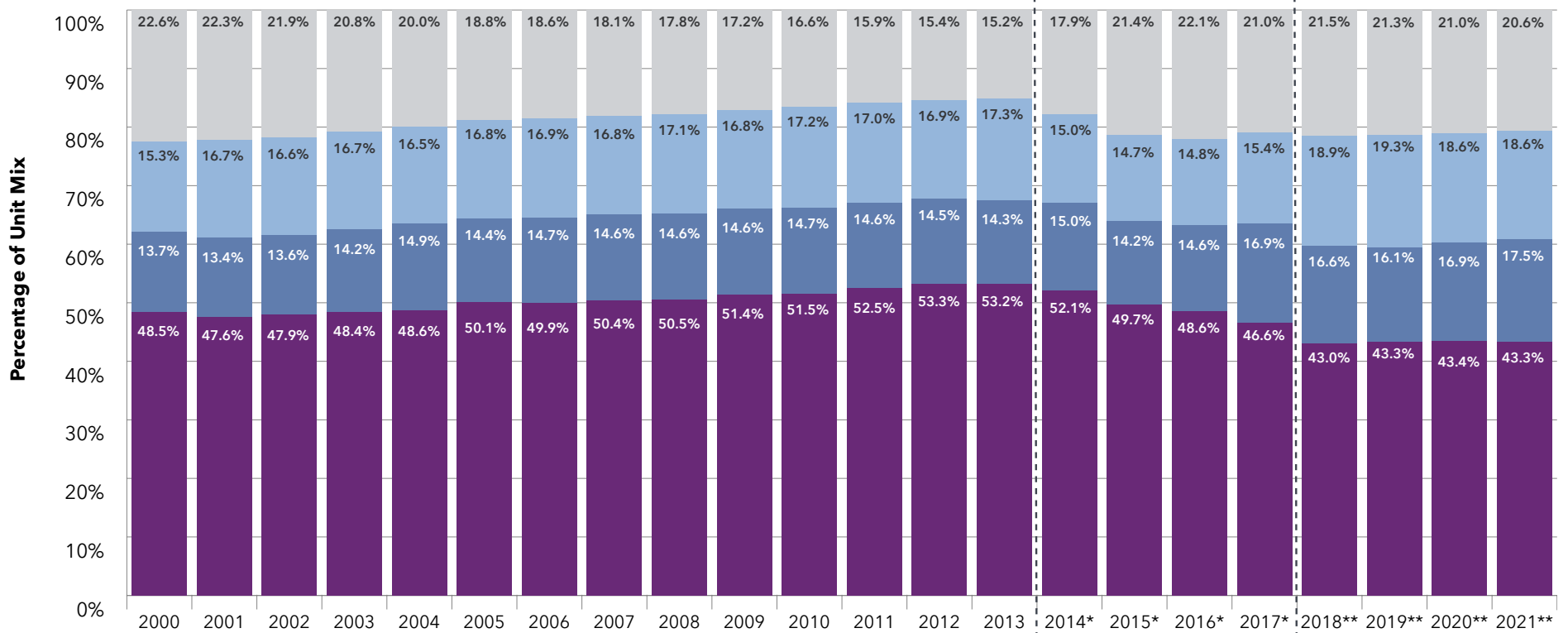


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Organizational Characteristics: Communities

Total Mix by Year, by Percent, 2000 Through 2021 for 2022 LZ 200



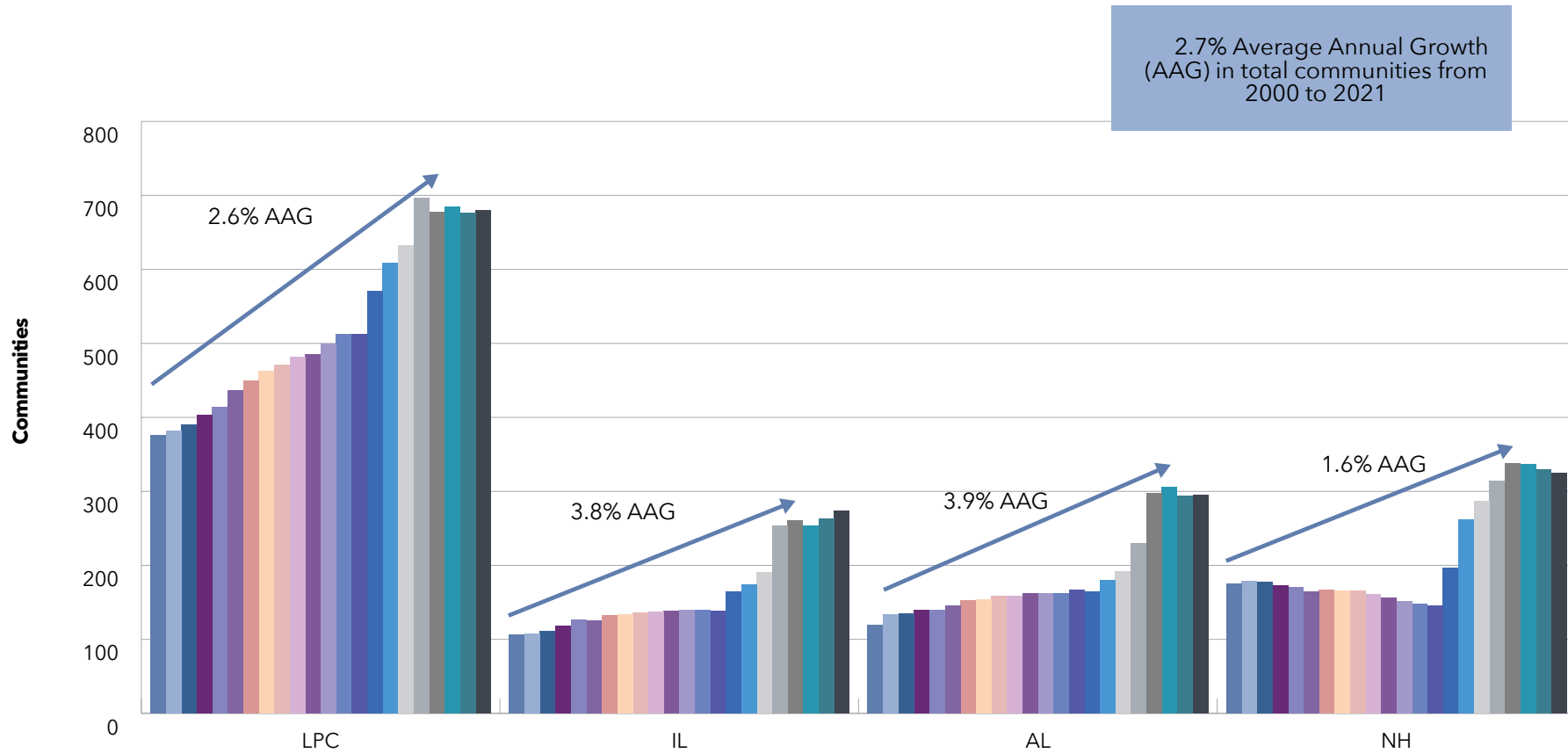
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*Note change from 100 to 150 with the 2014 publication

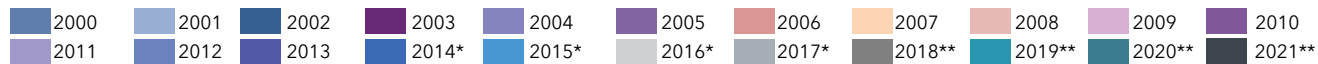
**Note change from 150 to 200 with the 2018 publication

Organizational Characteristics: Communities

Community Type Comparison, by Community, 2000 Through 2021 for 2022 LZ 200



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*Reflects change from 100 to 150 with the 2014 publication

**Reflects change from 150 to 200 with the 2018 publication

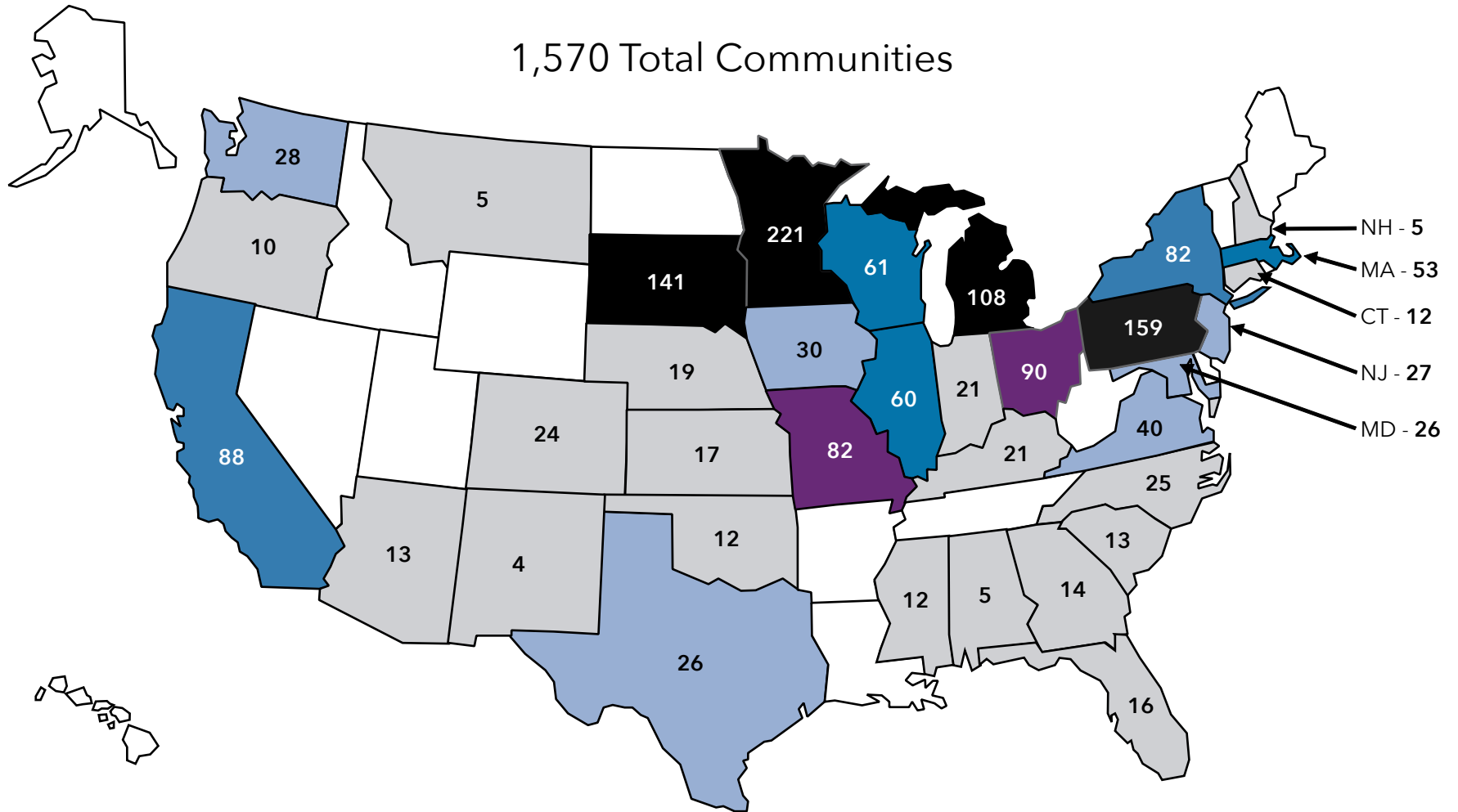
Organizational Characteristics: Locations

Top Five States by Community Type

LPC			ILF			ALF			NH		
1	PA	114	1	MN	52	1	MN	76	1	SD	71
2	SD	53	2	MI	28	2	MI	38	2	MN	53
3	CA	49	3	PA	23	3	WI	23	3	NY	34
4	OH	48	4	CA	21	4	CO	19	4	MO	27
5	MN	40	5	NY	17	5	NY	17	5	MI	24

Organizational Characteristics: Locations

Community Locations

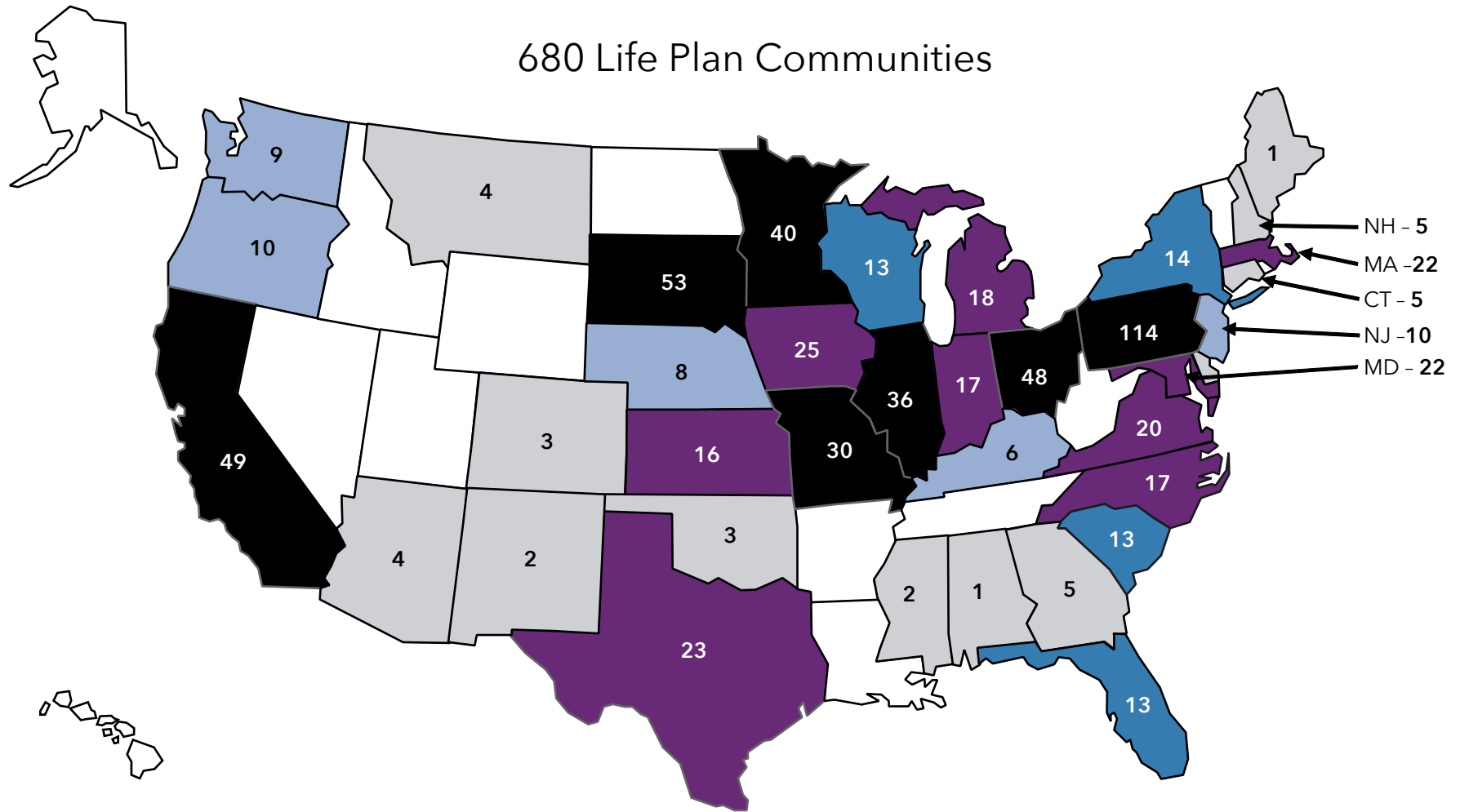


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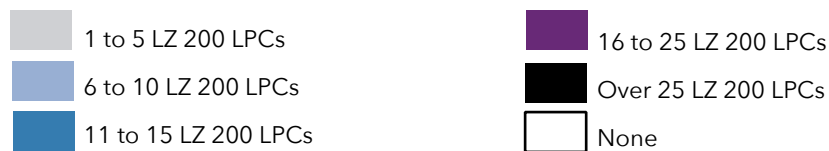


Organizational Characteristics: Locations

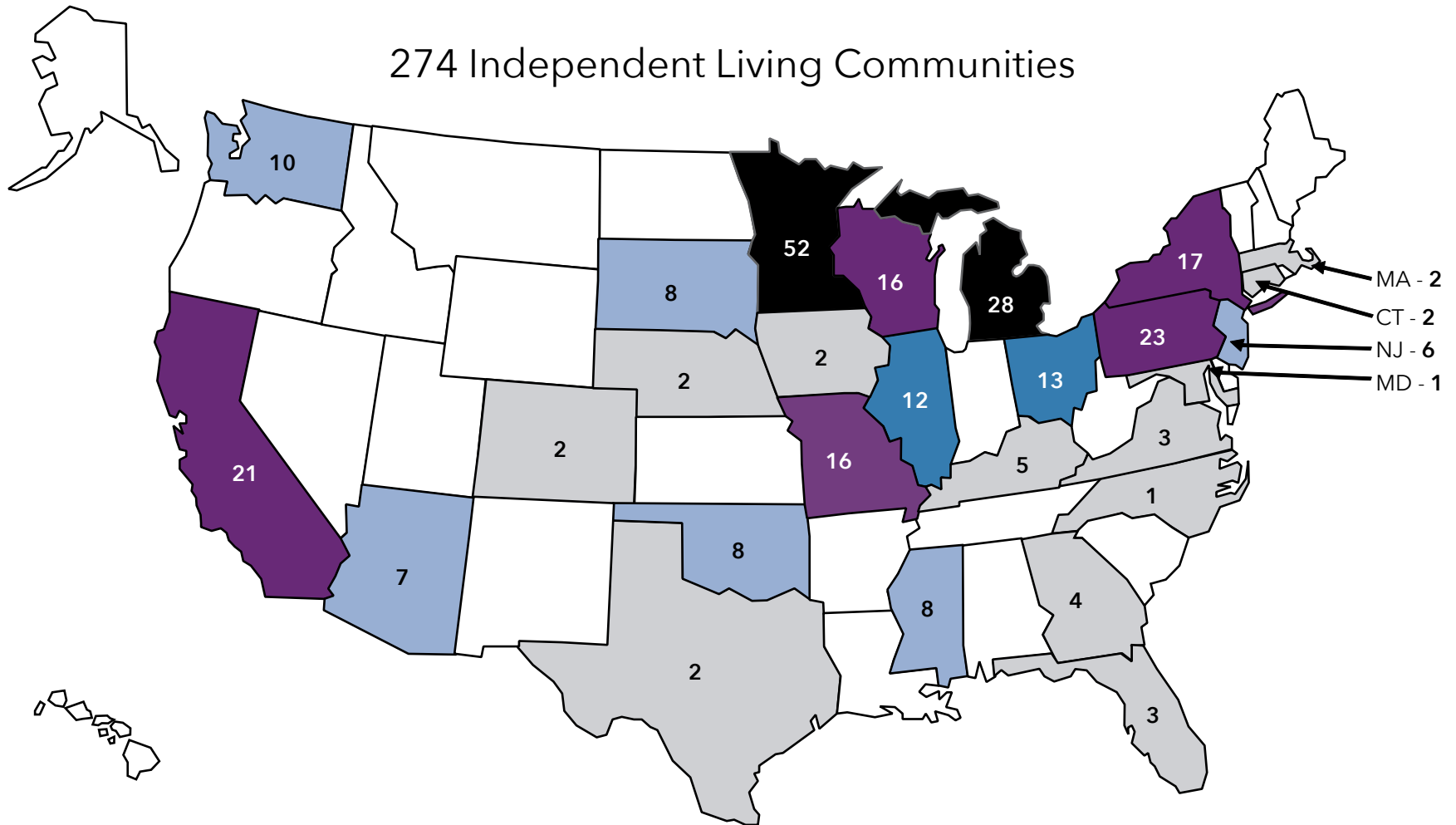
Life Plan Community (LPC) Locations



KEY:



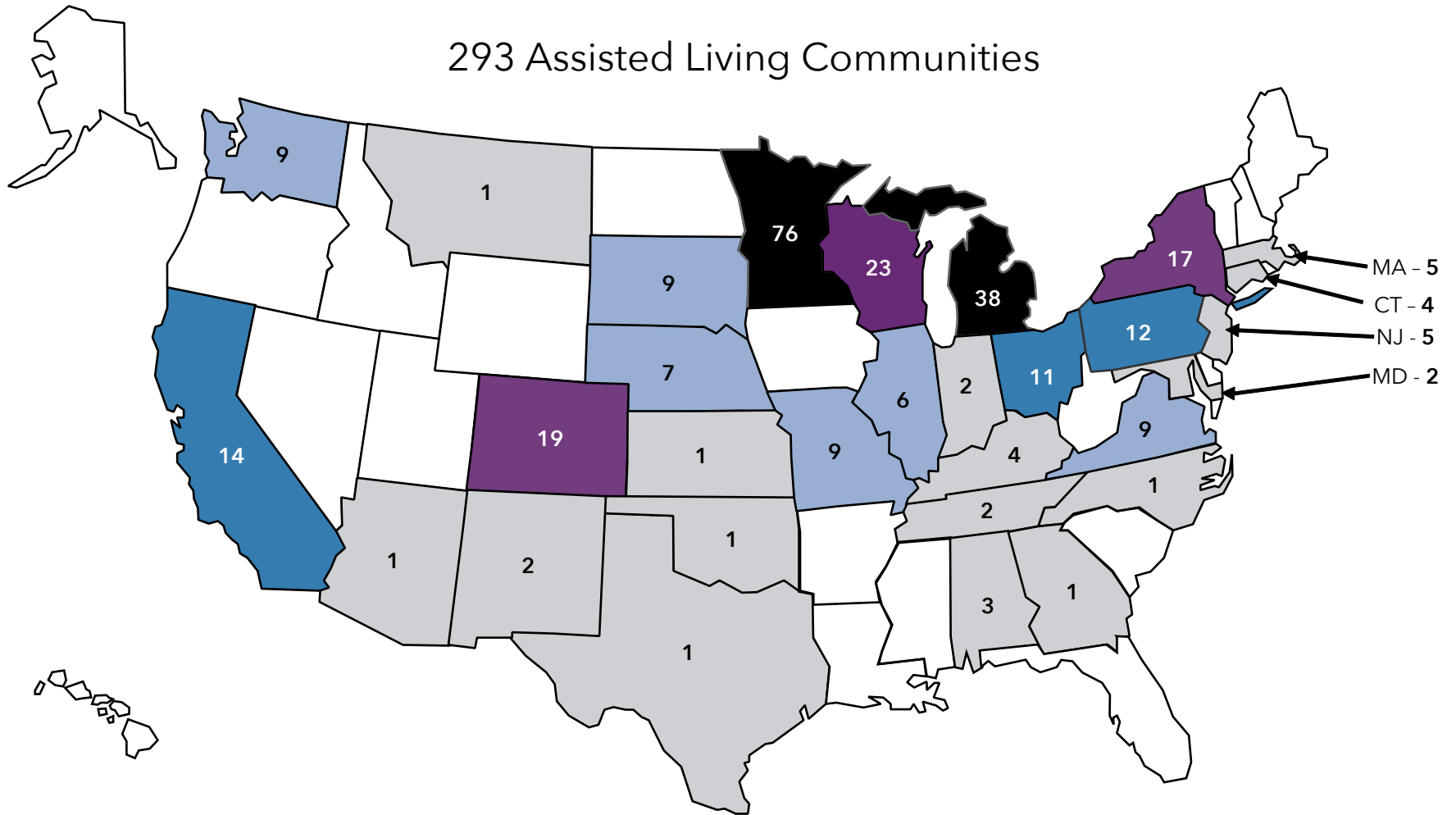
Organizational Characteristics: Locations Independent Living (IL) Community Locations



KEY:



Organizational Characteristics: Locations Assisted Living (AL) Community Locations

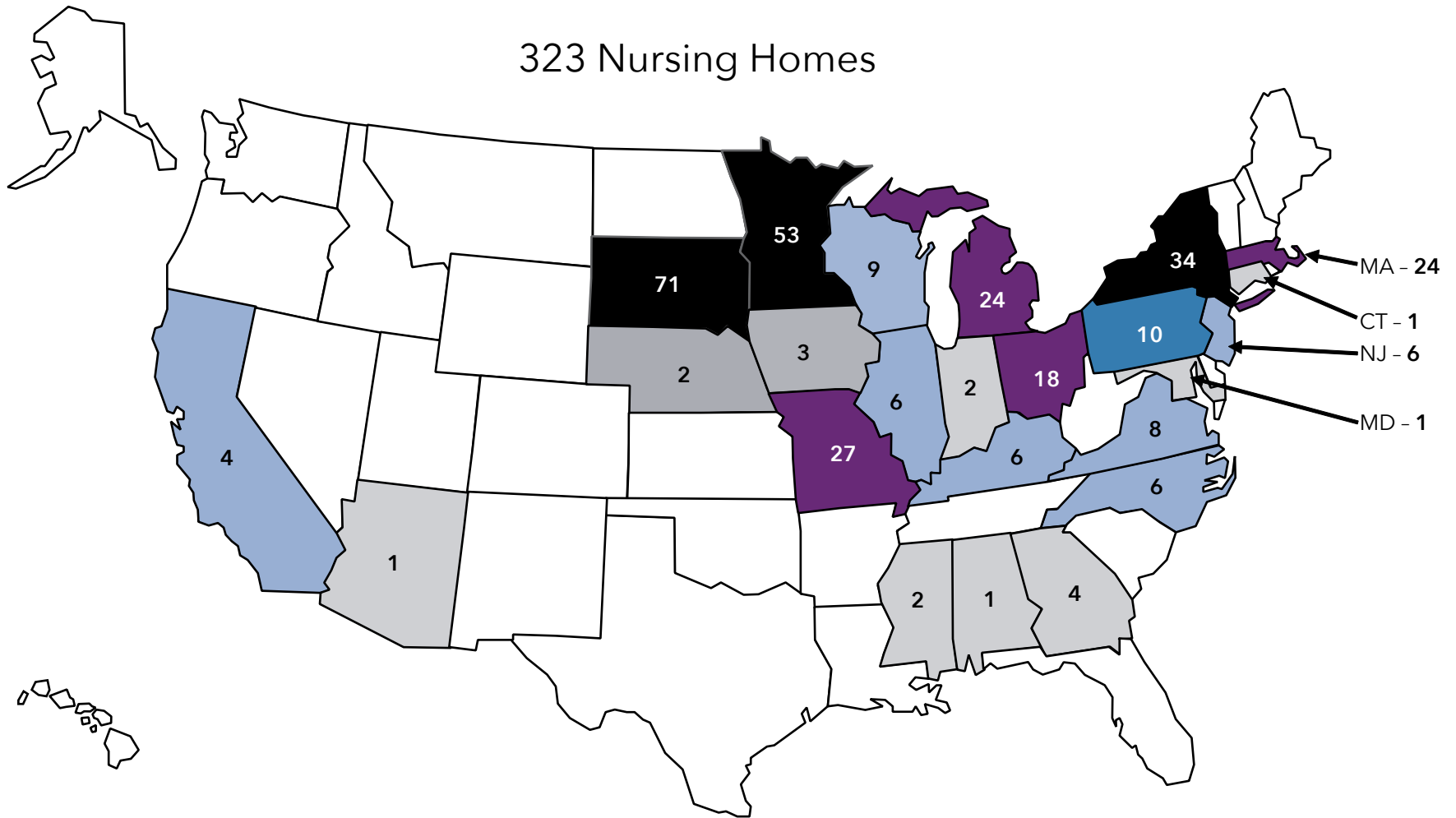


KEY:



Organizational Characteristics: Locations

Nursing Home (NH) Locations



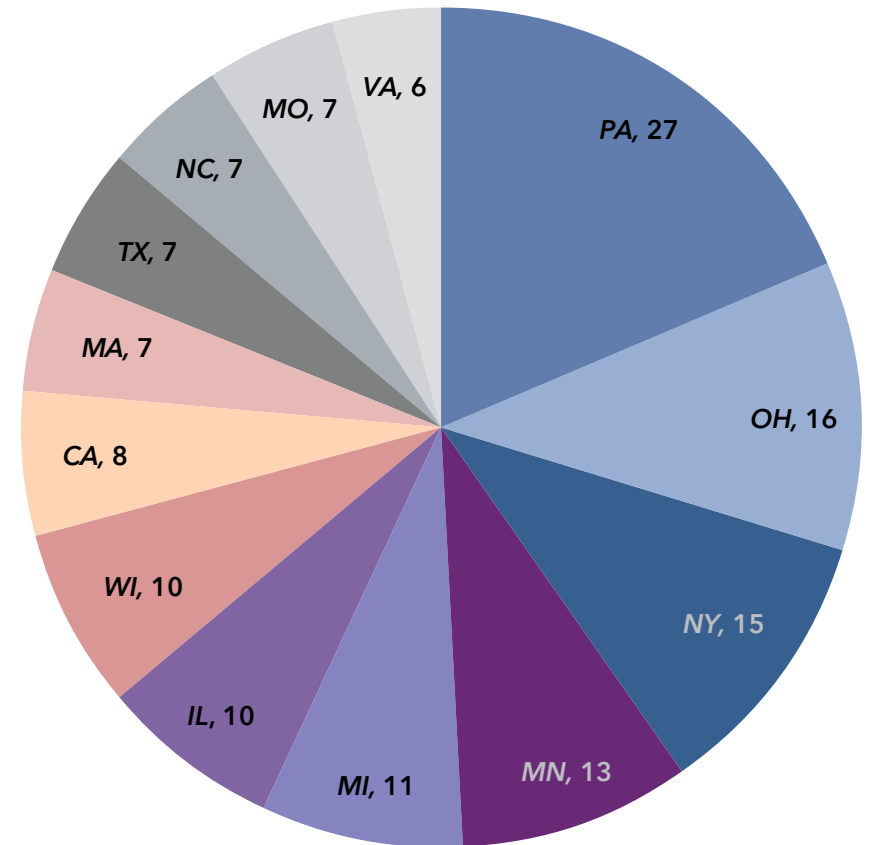
KEY:



Organizational Characteristics: System Headquarters States with Largest Number of Headquarters' Locations

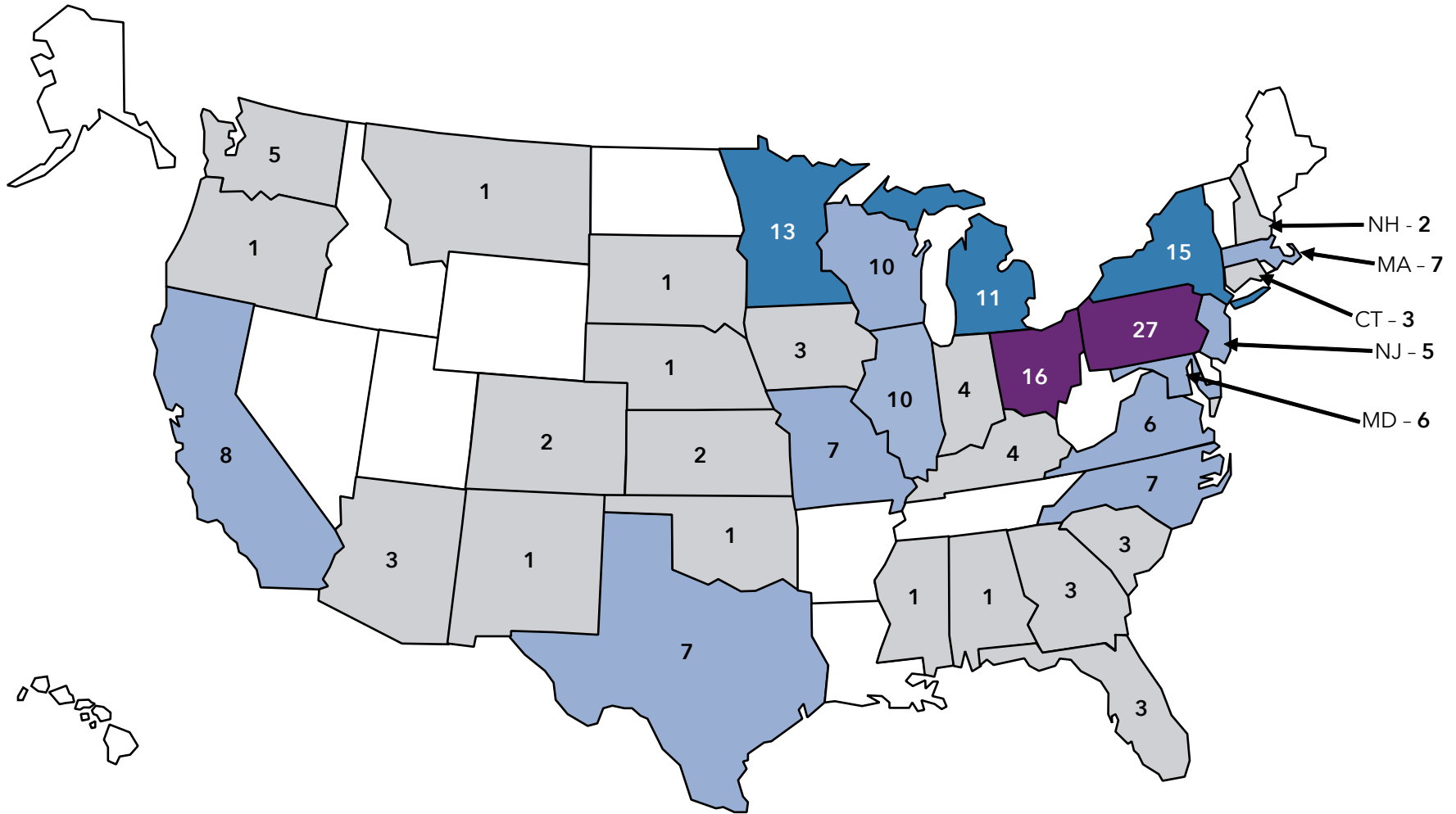
System Headquarters

The state shown for each of the LZ 200 indicates the location of their headquarters. Pennsylvania is home to more LZ 200 headquarters than any other state, more than twice as many as the next leading states of Ohio, New York, Minnesota, Michigan, Illinois and Wisconsin. Five of Pennsylvania's multi-site headquarters are among the largest 25.



Organizational Characteristics: System Headquarters

Headquarters' Locations

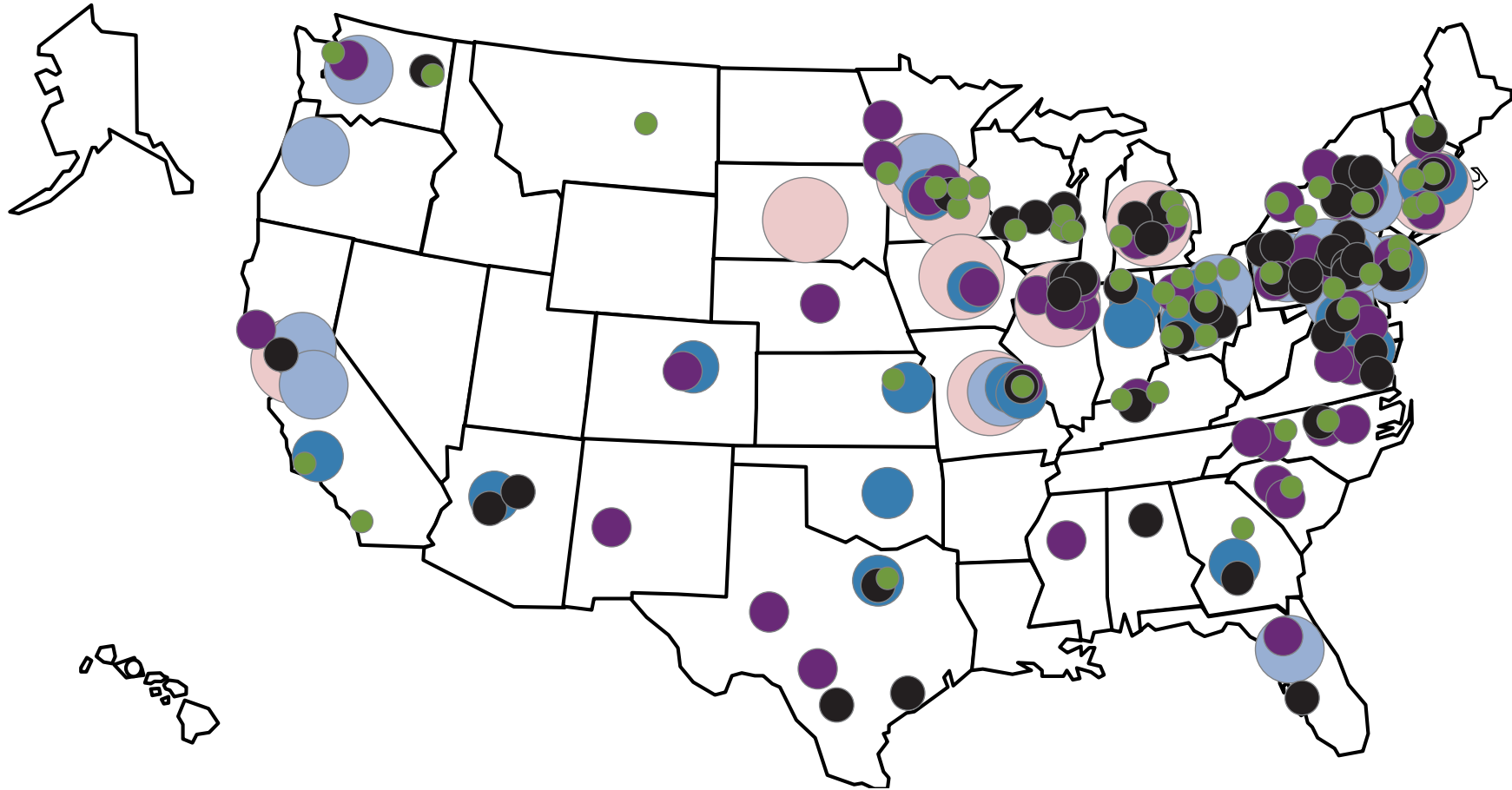


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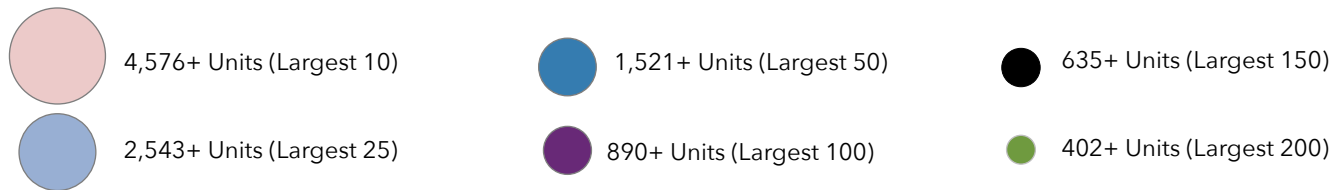


Organizational Characteristics: System Headquarters

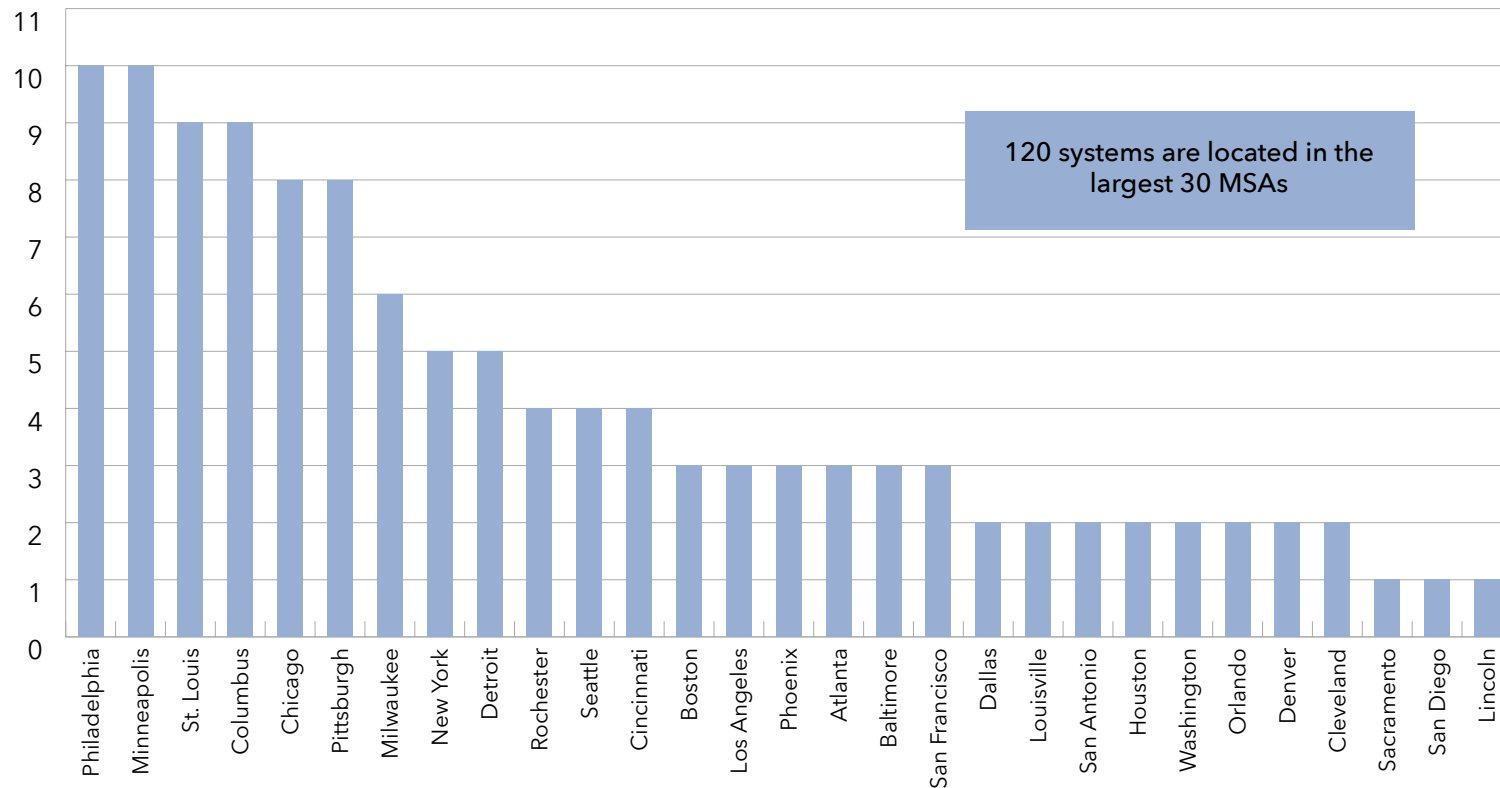
Headquarters' Locations by Size



KEY:



Organizational Characteristics: Metropolitan Statistical Areas (MSAs) Number of Headquarters Located in the Largest 30 MSAs



Metropolitan Statistical Areas (MSAs)

Metropolitan Statistical Areas (MSAs) are defined by the Office of Management and Budget (OMB) for purposes of tabulating statistics on clearly defined metropolitan boundaries. These boundaries are based on 2021 data from the U.S. Census Bureau. Areas are identified by county, with several counties making up a MSA. The National Investment Center for the Seniors Housing & Care Industries (NIC) has developed a database that provides a comprehensive tool for understanding supply and demand for the top 125 MSAs called the Market Area Profiles, or MAP™. The MAP™ data and analysis allow management staff of a multi-site access to data on operating performance in their MSAs as well as their defined local market. The locations of the communities owned by LZ 200 organizations in the largest 30 MSAs are charted, showing the number and type of communities within each of the MSAs.

Organizational Characteristics: Geographic Classifications

Classifications

A multi-site's geographic market area, what the LZ 200 listing terms its primary classification, offers a descriptive glimpse of the location of the multi-site's senior living properties. A multi-site's primary classification describes the market area that includes ALL its properties, regardless of type (including government-subsidized senior living). For some, the market area may be established by implicit boundaries, due to regulatory constraints or even due to the system's own name. Some multi-sites may change their names to more accurately reflect new growth strategies.

The LZ 200 are classified by their primary markets according to eight categories. Definitions and examples of the eight market categories are listed below:

- **National.** Systems whose properties are located among multiple states in more than one region of the United States. Several of the national

systems focus their operations either west or east of the Mississippi River or Rocky Mountains. A few of the national systems have an abundance of properties broadly scattered across the country, for example:

Pacific Retirement Services, Inc. (LZ 200 #18) – a national system with a disparate geographic distribution of its communities with locations primarily on the West Coast, but two communities in Wisconsin and one in Texas. Retirement Housing Foundation (LZ 200 #12) is a national system with communities in multiple states across the country.

- **Across States.** Systems whose communities are located among multiple states, primarily in one region of the United States. Example: Acts Retirement Services, Inc. (LZ 200 #3) is classified as an across states system with a focus in the Northeast, Mid-Atlantic and Southeast U.S. Another example: HumanGood (LZ 200 #6) is classified as an across states system where its focus had been on the Pacific West Coast until their affiliation in the Northeast in 2019.

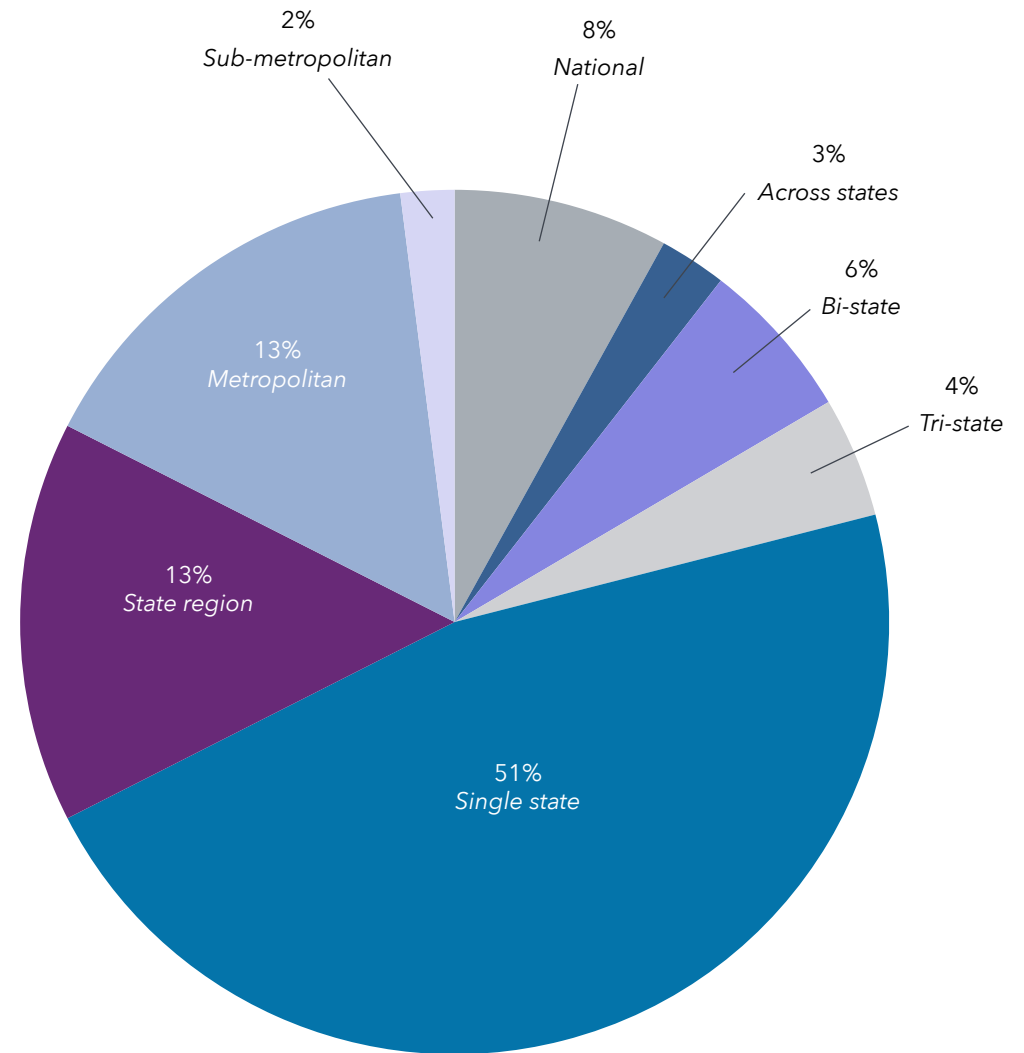
Organizational Characteristics: Geographic Classifications (Continued)

- **Tri-state.** Systems whose communities are located across three states, typically contiguous. Example: Presbyterian Senior Living (LZ 200 #19) has communities located in Delaware, Ohio and Pennsylvania.
- **Bi-state.** Systems whose communities are located across two states, typically contiguous. Example: Springpoint Senior Living (LZ 200 #26) had all of its communities within New Jersey as of year-end 2016. In 2017, another organization affiliated with Springpoint, which now puts Springpoint communities in both New Jersey and Delaware, a Bi-state designation.
- **Single State.** Systems whose communities are contained within a single state's borders and are spread across the state. Example: Westminster Communities of Florida (LZ 200 #11) – multiple communities within Florida, spread across the state (from central Florida to north central Florida, east and west).
- **State Region.** Systems whose communities are contained within a single region within a single state's borders. Example: Methodist Retirement Communities (LZ 200 #59) – multiple communities centrally concentrated in Texas.
- **Metropolitan.** Systems whose communities are contained within a metropolitan area. Example: Episcopal SeniorLife Communities (LZ 200 #136) – multiple communities throughout the greater Rochester, New York area.
- **Sub-metropolitan.** Systems whose communities are contained within a sub-section of a metropolitan area. The larger the metropolitan area, the more likely the possibility that a multi-site may emerge within a sub-metropolitan area. Example: The communities of Goodwin House Incorporated (LZ 200 #107) are in the southwestern quadrant of the DC-Arlington metropolitan area.

Organizational Characteristics: Geographic Classifications

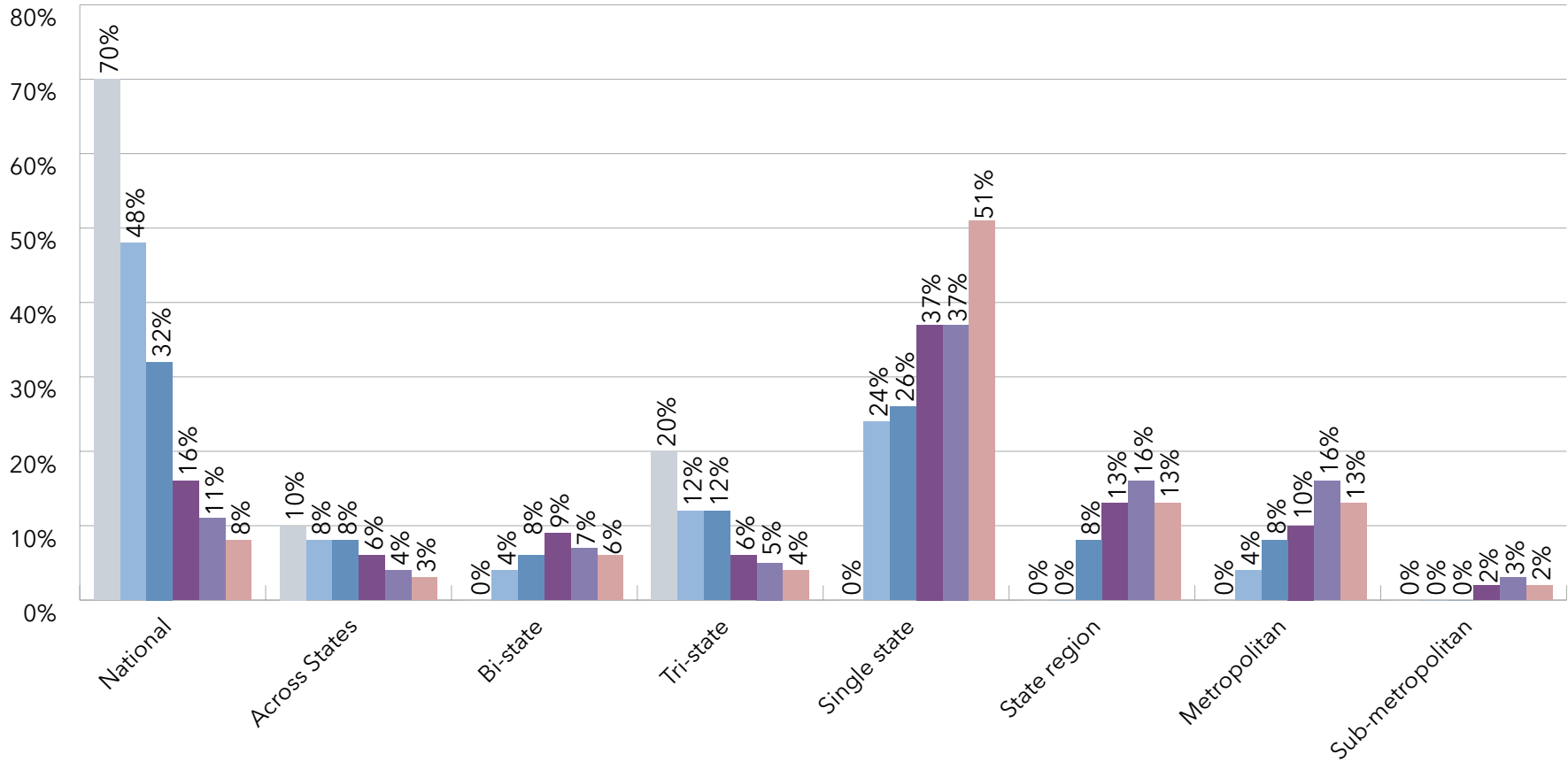
Primary Classifications

Chart 4-6a shows that a large majority, nearly 51%, of the LZ 200 organizations operate within a single state's boundaries (Single State, State Region, Metropolitan or Sub-metropolitan). Generally, a multi-site moves gradually from single state, to bi-state, to tri-state, and then to a national multi-site. For example, Augustana Care Corporation operated in the Minneapolis area for most of its existence. In the 2000s, it added communities in other areas of Minnesota. In 2011, it expanded to Colorado; and in 2018 affiliated with Elim Care (MN) (who operates in Minnesota and North Dakota), to become Cassia (LZ 200 #16). National multi-sites are 8.0% of the LZ 200 and tend to be among the largest of the LZ 200 organizations; however, as noted earlier, a smaller percentage of these national multi-sites have communities that are broadly spread across the country.



Organizational Characteristics: Geographic Classifications

Primary Classifications by Largest 10, 25, 50, 100, 150, & Total



KEY: Largest 10 Largest 25 Largest 50 Largest 100 Largest 150 Largest 200

Analysis of the Data: Classifications

Secondary Classifications




A multi-site may have a secondary market, as well. For example, bi-state multi-site Lutheran Senior Services (LZ 200 #14) has a secondary metropolitan market in St. Louis. The secondary classification provides a snapshot of a system's geographic concentration of communities. Nearly Seventy (70) of the LZ 200 systems have such a market concentration. (Chart 4-6c)

Primary Classification	Secondary Classification	# Organizations
National	Across states	5
	Bi-state	1
	Single state	4
Across states	Single-state	3
	Metropolitan	2
Tri-state	Single-state	4
	Metropolitan	2
Bi-state	Single state	3
	State region	3
	Metropolitan	5
	Sub-metropolitan	1
Single-state	State region	14
	Metropolitan	14
State region	Metropolitan	5
	Sub-metropolitan	1
Metropolitan	Sub-metropolitan	2
Total Organizations with Secondary Classifications		69

Organizational Characteristics: Corporate Name Changes in 2021

Corporate Name Changes

An ongoing trend among senior living organizations throughout the country, is that of changing the name of the organization to better reflect the services provided. Section 4-7 lists the 2021 name changes.

2022 Rank	Current System Name	Logo	Previous System Name
81	Legacy Lifecare		Chelesa Jewish Lifecare
96	EveryAge		United Church Homes and Services
196	Baptist Senior Family		Baptist Homes Society

Organizational Characteristics: Debt Ratings

Rated Debt as of 12/31/2021

Ratings

There are currently three rating agencies that rate senior living debt: Fitch Ratings, Standard & Poor's, and Moody's, two of which, Standard & Poor's and Fitch Ratings, are currently active. A listing of multi-site organizations with debt rated by Fitch Ratings or Standard & Poor's is shown in Chart 4-8a. A multi-site with an "NR" shown as an agency's rating means that the multi-site did not have its debt rated by that agency as of 12/31/21. More than 60 of the LZ 200, including three of the Over 200, organizations have outstanding debt rated by Fitch Ratings and/or Standard & Poor's. Chart 4-8b presents the categories of each of the ratings, showing that the majority, 52%, of the ratings for LZ 200 organizations fall in the "BBB" category (that is, with ratings of "BBB+," "BBB" or "BBB-").

2022 Rank	System Name	State	Rated	
			Fitch	S&P
47	Immanuel	NE	AA	UNR
21	Concordia Lutheran Ministries	PA	UNR	AA-
114	The Moorings, Incorporated	FL	A	A+
1	National Senior Campuses, Inc.	MA	A	UNR
13	Front Porch Communities and Services & Covia Communities	CA	A	A-
20	Otterbein SeniorLife	OH	UNR	A
24	Masonic Villages of the Grand Lodge of Pennsylvania	PA	UNR	A
32	Willow Valley Communities	PA	A	UNR
43	Buckner Retirement Services, Inc	TX	A	UNR
3	Acts Retirement Services, Inc.	PA	A-	UNR
6	HumanGood	CA	A-	UNR
7	Covenant Living Communities & Services	IL	A-	UNR
11	Westminster Retirement Communities of Florida	FL	A-	UNR
12	Retirement Housing Foundation	CA	A-	UNR
23	The Carmelite System, Inc.	NY	A-	UNR

Organizational Characteristics: Debt Ratings (Continued)

Rated Debt as 12/31/2021

2022 Rank	System Name	State	Rated	
			Fitch	S&P
55	Presbyterian Homes	IL	A-	UNR
104	Givens Communities	NC	A-	UNR
106	Sun Health Services	AZ	A-	UNR
118	Westminster-Canterbury on Chesapeake Bay	VA	A-	UNR
135	Emerald Communities	WA	A-	UNR
197	Community First Solutions	OH	A-	UNR
19	Presbyterian Senior Living	PA	BBB+	UNR
26	Springpoint Senior Living	NJ	BBB+	UNR
58	Masonicare	CT	BBB+	UNR
66	Diakon Lutheran Social Ministries	PA	BBB+	UNR
84	The Presbyterian Homes, Inc.	NC	BBB+	UNR
107	Goodwin House Incorporated	VA	BBB+	UNR
123	Sunnyside Communities	VA	BBB+	UNR
Over 200	Three Pillars Senior Living Communities	WI	BBB+	UNR
8	Lifespace Communities, Inc.	IA	BBB	UNR
14	Lutheran Senior Services	MO	BBB	UNR
15	Asbury Communities, Inc.	MD	BBB	UNR
22	Ohio Living	OH	BBB	UNR
40	BHI Senior Living, Inc.	IN	BBB	UNR
45	Bethesda Health Group, Inc.	MO	BBB	UNR
54	Lifespire of Virginia	VA	BBB	UNR
92	UMRH, Inc.	NC	BBB	UNR
187	The Loomis Communities	MA	UNR	BBB
28	Christian Horizons	MO	BBB-	UNR
36	Greencroft Communities	IN	BBB-	UNR

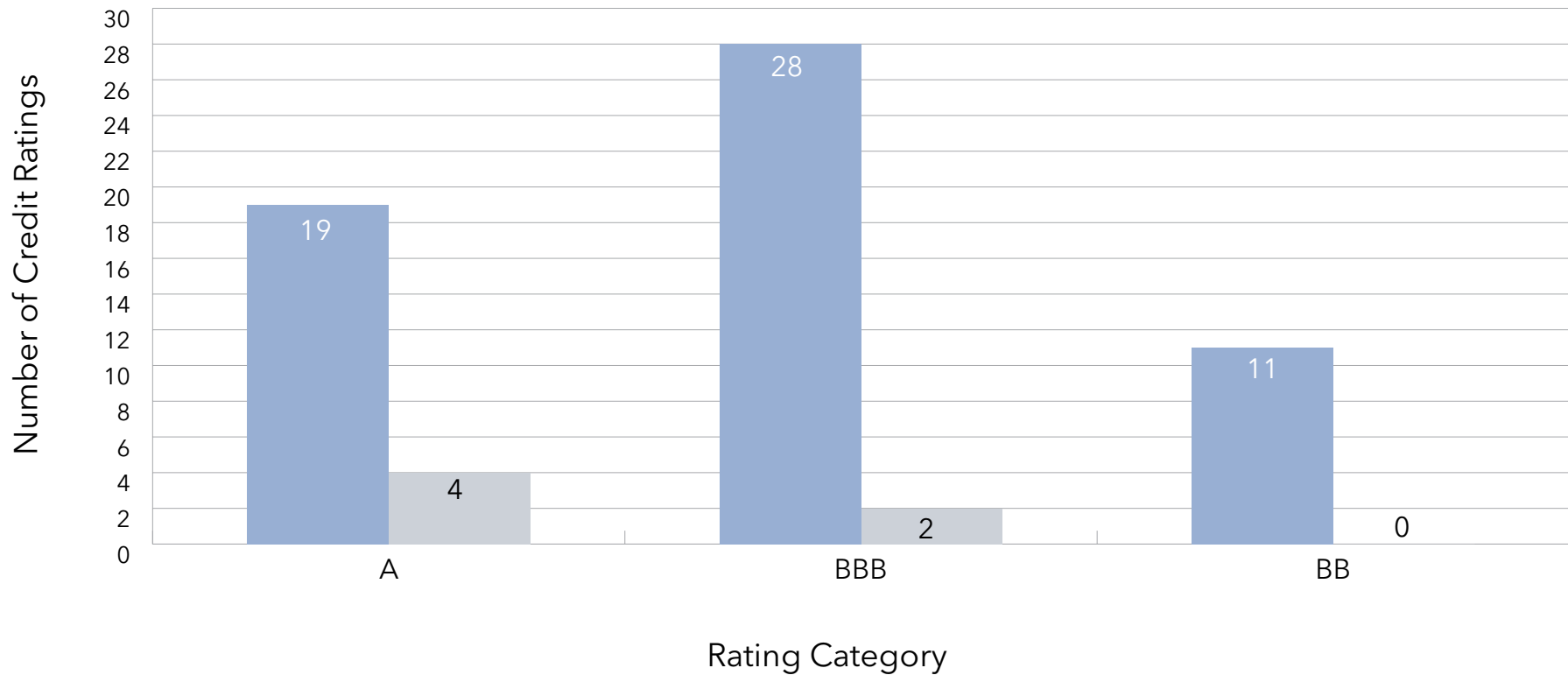
Organizational Characteristics: Debt Ratings (Continued)

Rated Debt as of 12/31/2021

2022 Rank	System Name	State	Rated	
			Fitch	S&P
41	Franciscan Communities, Inc.	IL	BBB-	UNR
48	Eskaton	CA	UNR	BBB-
68	Holland Home	MI	BBB-	UNR
69	UMRC and Porter Hills	MI	BBB-	UNR
83	Life Enriching Communities	OH	BBB-	UNR
96	EveryAge fka United Church Homes and Services	NC	BBB-	UNR
117	Landis Communities	PA	BBB-	UNR
131	Brazos Presbyterian Homes Inc.	TX	BBB-	UNR
132	Messiah Lifeways	PA	BBB-	UNR
156	Friends Homes, Inc.	NC	BBB-	UNR
178	Judson Services, Inc.	OH	BBB-	UNR
71	Friendship Villages St. Louis	MO	BB+	UNR
91	Blue Skies of Texas	TX	BB+	UNR
100	Haverland Carter Lifestyle Group	NM	BB+	UNR
102	United Methodist Communities	NJ	BB+	UNR
137	Morningside Ministries	TX	BB+	UNR
Over 200	Morningstar Senior Living, Inc.	PA	BB+	UNR
Over 200	Wesley Woods Senior Living	GA	BB+	UNR
25	Transforming Age	WA	BB	UNR
61	Presbyterian Villages of Michigan	MI	BB	UNR
64	Wesley Enhanced Living	PA	BB	UNR
171	EHM Senior Solutions	MI	BB	UNR

Organizational Characteristics: Debt Ratings

Ratings by Category



54 ratings in "A" & "BBB" Category
11 in "BB" Category
65 total ratings of debt for 63 organizations

KEY: ■ Fitch ■ S&P

Analysis of the Data: Revenue

Annual Revenue by Organization

Revenues

Several years ago, the LZ 200 publication began capturing the type of revenue generated by each respective organization. As an additional means of evaluating the size of each organization, in addition to the total number of units and communities, overall revenue was also surveyed. Most of the organizations provided this information. To avoid detailing each organization's total revenue for fiscal year 2021, organizations were grouped into tiers based on their overall revenue. The largest LZ 200 organizations have revenues beyond \$200 million (21 organizations). The largest number of LZ 200 organizations fall within the Tier III category, which reflects annual revenue between \$50 million and \$99 million. Section 4-9 details the revenue statistics.

	Number of LZ 200 Organizations	% of Total LZ 200
Tier I: > \$200 million	21	15.6%
Tier II: \$100-\$199 million	30	21.5%
Tier III: \$50-\$99 million	50	37.0%
Tier IV: \$25-\$49 million	31	23.0%
Tier V: < \$25 million	3	3.0%

n = 135

Analysis of the Data: Revenue

Annual Revenue by Organization

2022 Rank	System	State	Annual Revenue Tier
9	Trinity Health Senior Communities	MI	Tier I
1	National Senior Campuses, Inc.	MA	Tier I
42	Covenant Health	MA	Tier I
3	Acts Retirement Services, Inc.	PA	Tier I
4	Presbyterian Homes and Services	MN	Tier I
6	HumanGood	CA	Tier I
33	National Church Residences	OH	Tier I
7	Covenant Living Communities & Services	IL	Tier I
8	Lifespace Communities, Inc.	IA	Tier I
17	The Kendal Corporation	PA	Tier I
12	Retirement Housing Foundation	CA	Tier I
15	Asbury Communities, Inc.	MD	Tier I
19	Presbyterian Senior Living	PA	Tier I
49	Hebrew SeniorLife	MA	Tier I
66	Diakon	PA	Tier I
21	Concordia Lutheran Ministries	PA	Tier I
24	Masonic Villages of the Grand Lodge of Pennsylvania	PA	Tier I
14	Lutheran Senior Services	MO	Tier I
26	Springpoint Senior Living	NJ	Tier I
11	Westminster Retirement Communities of Florida	FL	Tier I
22	Ohio Living	OH	Tier I
25	Transforming Age	WA	Tier II
77	Ingleside	MD	Tier II
20	Otterbein SeniorLife	OH	Tier II
68	Holland Home	MI	Tier II

Tier 1: > \$200 Million; Tier II: \$100 - \$199 Million; Tier III: \$50 - \$99 Million; Tier IV: \$25-\$49 Million; Tier V: < \$25 Million
 Revenue is only for those that provided it

Analysis of the Data: Revenue (Continued)

Annual Revenue by Organization

2022 Rank	System	State	Annual Revenue Tier
46	Presbyterian SeniorCare Network	PA	Tier II
58	Masonicare	CT	Tier II
69	UMRC and Porter Hills	MI	Tier II
48	Eskaton	CA	Tier II
40	BHI Senior Living, Inc.	IN	Tier II
30	Presbyterian Manors of Mid America	KS	Tier II
90	Lutheran SeniorLife	PA	Tier II
76	Sequoia Living, Inc.	CA	Tier II
54	Presbyterian Homes	IL	Tier II
57	Lutheran Services Carolinas	NC	Tier II
181	St. Paul's Senior Services	CA	Tier II
32	Willow Valley Communities	PA	Tier II
34	WesleyLife	IA	Tier II
55	Lutheran Life Communities	IL	Tier II
41	Franciscan Communities, Inc.	IL	Tier II
81	Legacy Lifecare fka Chelsea Jewish Lifecare	MA	Tier II
72	Phoebe Ministries	PA	Tier II
35	Homewood Retirement Centers, Inc.	MD	Tier II
38	United Church Homes, Inc.	OH	Tier II
129	Samaritas	MI	Tier II
53	LifeSpire of Virginia	VA	Tier II
107	Goodwin House Incorporated	VA	Tier II
114	The Moorings, Incorporated	FL	Tier II
70	SpiriTrust Lutheran	PA	Tier II
43	Buckner Retirement Services, Inc.	TX	Tier II

Tier 1: > \$200 Million; Tier II: \$100 - \$199
Revenue is only for those that provided it

Analysis of the Data: Revenue (Continued)

Annual Revenue by Organization

2022 Rank	System	State	Annual Revenue Tier
56	Providence Life Services	IL	Tier II
112	Alliance Health & Human Services	MA	Tier III
45	Bethesda Health Group, Inc.	MO	Tier III
75	Pinnacle Living	VA	Tier III
59	Methodist Retirement Communities	TX	Tier III
63	National Lutheran Communities and Services	MD	Tier III
83	Life Enriching Communities	OH	Tier III
82	Christian Health Care Center	NJ	Tier III
61	Presbyterian Villages of Michigan	MI	Tier III
65	American Baptist Homes of the Midwest	MN	Tier III
152	Episcopal Communities & Services	CA	Tier III
36	Greencroft Communities	IN	Tier III
99	St. Ann's Home for the Aged	NY	Tier III
80	Eventide	MN	Tier III
87	Walker Methodist	MN	Tier III
64	Wesley Enhanced Living	PA	Tier III
177	United Methodist Homes	NY	Tier III
93	Liberty Lutheran Services	PA	Tier III
158	Ebenezer Society	MN	Tier III
60	SantaFe Senior Living, Inc.	FL	Tier III
92	UMRH, Inc.	NC	Tier III
73	Wesley Homes	WA	Tier III
39	Bethesda Senior Living Communities	CO	Tier III
118	Westminster-Canterbury on Chesapeake Bay	VA	Tier III
102	United Methodist Communities	NJ	Tier III

Tier I: > \$200 Million; Tier II: \$100 - \$199 Million; Tier III: \$50 - \$99 Million
 Revenue is only for those that provided it

Analysis of the Data: Revenue (Continued)

Annual Revenue by Organization

2022 Rank	System	State	Annual Revenue Tier
85	Lutheran Homes of South Carolina, Inc.	SC	Tier III
71	Friendship Villages of St. Louis	MO	Tier III
97	Christian Living Communities	CO	Tier III
29	Christian Care Companies	AZ	Tier III
104	Givens Communities	NC	Tier III
96	EveryAge fka United Church Homes and Services	NC	Tier III
67	Western Home Services	IA	Tier III
84	The Presbyterian Homes, Inc.	NC	Tier III
78	Friendship Senior Options	IL	Tier III
52	Mississippi Methodist Senior Services, Inc.	MS	Tier III
88	Presbyterian Communities of South Carolina	SC	Tier III
103	St. Andrew's Resources for Seniors System	MO	Tier III
101	Masonic Homes Kentucky	KY	Tier III
95	RiverWoods Group	NH	Tier III
179	Knute Nelson	MN	Tier III
149	Smith Senior Living	IL	Tier III
86	Christian Care Communities	KY	Tier III
98	St John's	NY	Tier III
135	Emerald Communities	WA	Tier III
108	Mather	IL	Tier III
91	Blue Skies of Texas	TX	Tier III
160	The Legacy Senior Communities	TX	Tier III
161	St. John's United	MT	Tier III
123	Sunnyside Communities	VA	Tier III
132	Messiah Lifeways	PA	Tier III

Tier 1: > \$200 Million; Tier II: \$100 - \$199 Million; Tier III: \$50 - \$99 Million
Revenue is only for those that provided it

Analysis of the Data: Revenue (Continued)

Annual Revenue by Organization

2022 Rank	System	State	Annual Revenue Tier
169	Brooke Grove Foundation	MD	Tier III
146	Baptist Senior Family aka Baptist Homes Society	PA	Tier IV
197	Community First Solutions	OH	Tier IV
105	Menno Haven, Inc.	PA	Tier IV
111	Living Branches	PA	Tier IV
121	Wesley Willows	IL	Tier IV
109	Garden Spot Communities	PA	Tier IV
79	Baruch Senior Ministries	MI	Tier IV
136	Episcopal SeniorLife Communities	NY	Tier IV
140	Maple Knoll Communities, Inc.	OH	Tier IV
117	Landis Communities	PA	Tier IV
50	Baptist Village Communities	OK	Tier IV
138	Ohio Masonic Home	OH	Tier IV
154	Lutheran Life Villages	IN	Tier IV
125	Marquardt Village, Inc.	WI	Tier IV
162	Friendly Senior Living	NY	Tier IV
133	Benevolent Corporation Cedar Community	WI	Tier IV
180	Eliza Jennings Senior Care Network	OH	Tier IV
175	Redstone Presbyterian SeniorCare	PA	Tier IV
130	Christian Care Communities & Services	TX	Tier IV
185	The Lutheran Home and Harwood Place	WI	Tier IV
174	Rockwood Retirement Communities	WA	Tier IV
199	Parker Health Group	NJ	Tier IV
170	Medford Leas	NJ	Tier IV
151	Baptist Retirement Homes of North Carolina, Inc.	NC	Tier IV

Tier 1: > \$200 Million; Tier II: \$100 - \$199 Million; Tier III: \$50 - \$99 Million; Tier IV: \$25-\$49 Million
 Revenue is only for those that provided it

Analysis of the Data: Revenue (Continued)

Annual Revenue by Organization

2022 Rank	System	State	Annual Revenue Tier
167	Christian Village Communities	OH	Tier IV
124	Vista Prairie Communities	MN	Tier IV
137	Morningside Ministries	TX	Tier IV
188	Good Shepherd Communities	NY	Tier IV
164	Bethesda	MN	Tier IV
148	Sunset Senior Communities	MI	Tier IV
193	Allegheny Lutheran Social Ministries	PA	Tier IV
191	Clark Retirement Community, Inc.	MI	Tier V
182	Bethany St. Joseph Corporation	WI	Tier V
195	Skaalen Retirement Service, Inc.	WI	Tier V

Tier 1: > \$200 Million; Tier II: \$100 - \$199 Million; Tier III: \$50 - \$99 Million; Tier IV: \$25-\$49 Million; Tier V: < \$25 Million
Revenue is only for those that provided it

Analysis of the Data: Corporate Structure

Most Common Corporate Positions Created in 2021

Corporate Staff

Yet another area of the 2022 LZ 200 is an analysis of the corporate level staffing of select operating areas for the LZ 200 organizations (Charts 4-10a-c).

Corporate-level positions, as well as reporting executive changes in corporate staffing, and corporate tenure are reported in this section.

Positions Added	Number of LZ 200 Adding the Position
Chief Operations Officer	12
Chief Information/Technology Officer	11
Director of Talent/Recruiting/Human Resources	9
Chief Clinical Services	7
Director of Capital Projects/Development	6
Director of Community Support/Purposeful Living	5
Director of Healthcare Marketing & Sales	5
Director of Strategic Initiatives	4
Chief of Resident Services/Healthcare	3
Compliance Officers	3
Divisional Regional Managers	3

Note: Not all job titles were reported as the same; positions were grouped according to responsibility and most commonly used titles.

Analysis of the Data: Corporate Structure

Corporate Staffing Changes

2022 Rank	System Name	State	Current (YE 2021)	Previous
CEO				
12	Retirement Housing Foundaiton	CA	Stuart Hartman	Laverne Joseph
14	Lutheran Senior Services	MO	Adam Marles	John Kotovsky
46	Presbyterian SeniorCare Network	PA	James Pieffer	Paul Winkler
63	National Lutheran Communities and Servcies	MD	Cynthia Walters	Larry Bradshaw
68	Holland Home	MI	Troy Vugteveen	Mina Breuker
78	Friendship Senior Options	IL	Michael Flynn	Stephen Yenchek
81	Legacy Lifecare fka Chelsea Jewish Lifecare	MA	Adam Berman	Barry Berman
103	St. Andrew's Resources for Seniors	MO	Bill Holman	Mary Alice Ryan
104	Givens Communities	NC	Kevin Schwab	Ken Partin
132	Messiah Lifeways	PA	Karl Brummer	Curt Stutzman
133	Benevolent Corporation Cedar Community	WI	Nicole Pretre	Lynn Olson
148	Sunset Senior Communities	MI	Christina Matzke	Steve Zuiderveen
CFO				
3	Acts Retirement Services, Inc.	PA	Susan Ahern	Richard Winter
14	Lutheran Senior Services	MO	Chad Sneed	Paul Ogier
33	National Church Residences	OH	Robert Walter	Tanya Hahn
50	Baptist Village Communities	OK	Lauri Fluke	Vacant
55	Lutheran Life Communities	IL	Jim Buckman	Vacant
64	Wesley Enhanced Living	PA	Michael Griffin	Ken Franiak
68	Holland Home	MI	Adam Kinder	David Tiesenga
77	Ingleside	MD	James 'Jamie' Spencer	Tim Myers
107	Goodwin House Incorporated	VA	Xan Smith	Richard Carter
121	Wesley Willows	IL	Brett Nelson	Mark Ticknor
124	Vista Prairie Communities	MN	Dewey Pettit	Deb Steinke
125	Marquardt Village, Inc.	WI	Nicole Chwala	Julie Marks
135	Emerald Communities	WA	Matt McArthur	Allen Chambard

Analysis of the Data: Corporate Structure (Continued)

Corporate Staffing Changes

2022 Rank	System Name	State	Current (YE 2021)	Previous
CFO (continued)				
137	Morningside Ministries	TX	Matthew Scott	Jordan Lovelady
151	Baptist Retirement Homes of North Carolina, Inc.	NC	Scott Farkas	Vacant
185	The Lutheran Home and Harwood Place	WI	Henrik Clausen	Lue Hang
COO				
34	WesleyLife	IA	Erin Hilligan	N/A
35	Homewood Retirement Centers	MD	Richard Miller	N/A
39	Bethesda Senior Living Communities	CO	Rick Summers	N/A
53	LifeSpire of Virginia	VA	Tracey Jennings	N/A
63	National Lutheran Communities and Services	MD	Regina Figueroa	Cynthia Walters
66	Diakon	PA	Shari VanderGast	Scott Habecker
68	Holland Home	MI	Doug Himmelein	Troy Vugteveen
75	Pinnacle Living	VA	Dan Nimon	N/A
88	Presbyterian Communities of South Carolina	SC	Amanda Stamper	N/A
97	Christian Living Communities	CO	Jayne Keller	Camille Burke
117	Landis Communitites	PA	Evon Bergey	Michelle Rassler
133	Benevolent Corporaton Cedar Community	WI	Amy Meyer	N/A
CIO/CTO				
164	Bethesda	MN	Shannon Severson	N/A
8	Lifespace Communities	IA	Ken Poinsette	N/A
19	Presbyterian Senior Living	PA	Bruce Shearer	N/A
25	Transforming Age	WA	Marc Gaber	N/A
35	Homewood Retirement Centers	MD	Michael Kolias	N/A
73	Wesley Homes	WA	Kevin Lang	Jesse Dykshoorn
95	RiverWoods Group	NH	David Lafferty	Kathy Burkle
103	St. Andrew's Resources for Seniors	MO	Susan Leonard	N/A
179	Knute Nelson	MN	Erik Lindwall	Justin Buse

Analysis of the Data: Corporate Structure

Corporate Tenure

Position	Average Tenure (years)	n*
CEO	9.87	143
CFO	6.61	142
COO	3.27	83
CIO	4.99	80

* n represents the number of systems that reported information on that position and the position was filled.

Organizational Characteristics: Accreditation *Accredited Communities*

Accreditation

For senior living organizations, accreditation may be sought through several accrediting bodies. The listing of LZ 200 with organizations that have obtained CARF (Commission on Accreditation of Rehabilitation Facilities), JCAHO (Joint Commission on the Accreditation of Healthcare Organizations), or EAGLE (Educational Assessment Guidelines Leading toward Excellence) accreditation is shown in Chart 4-11a-b. A total of 120 communities within the LZ 200 are accredited through CARF; 33 have sought accreditation through JCAHO, and an additional 32 are accredited through EAGLE.



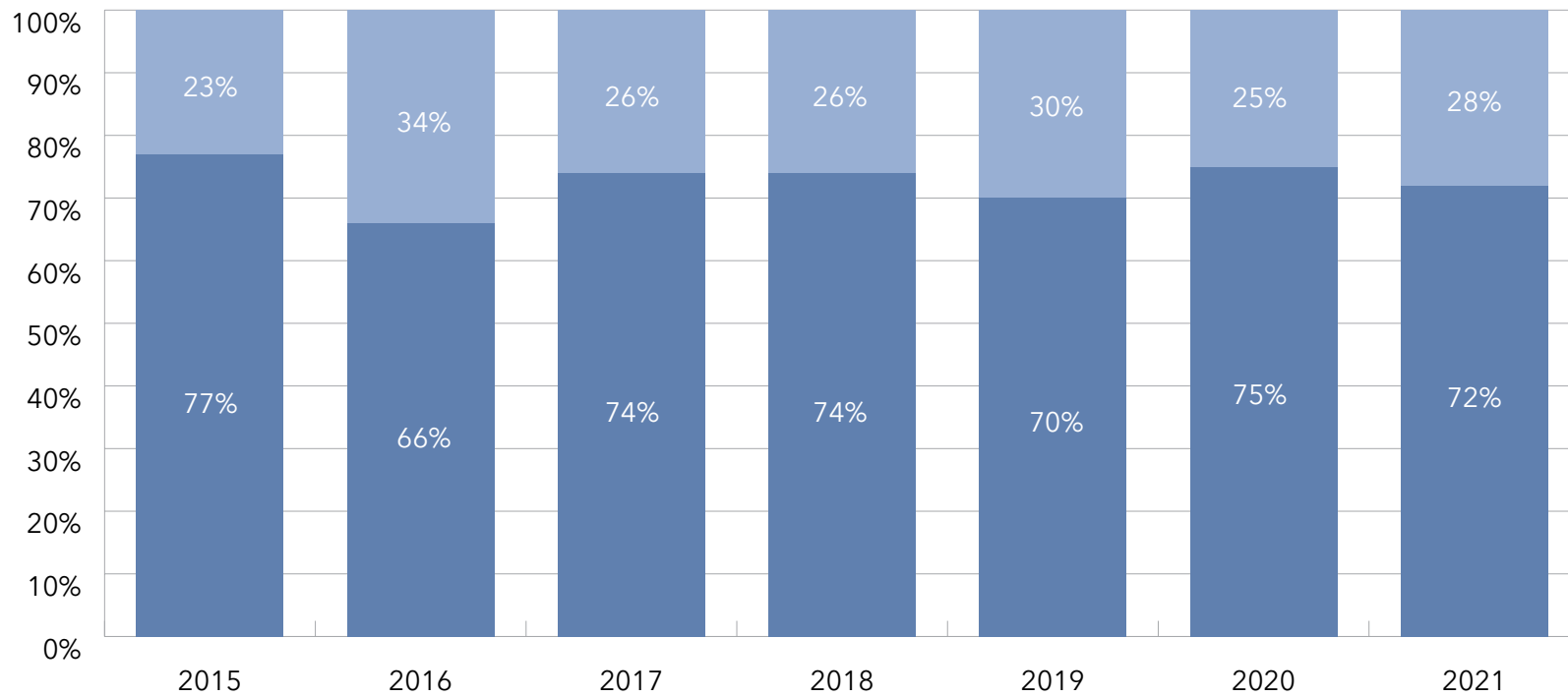
Organizational Characteristics: Accreditation (Continued)

Accredited Communities

2022 Rank	System Name	State	Accreditation		
			CARF	JCAHO	EAGLE
46	Presbyterian SeniorCare Network	PA	21	0	0
21	Concordia Lutheran Ministries	PA	15	0	0
19	Presbyterian Senior Living	PA	12	0	0
33	National Church Residences	OH	12	0	0
17	The Kendal Corporation	PA	7	1	0
26	Springpoint Senior Living	NJ	7	1	0
15	Asbury Communities, Inc.	MD	6	0	8
75	Pinnacle Living	VA	5	0	0
77	Ingleside	MD	3	0	0
84	The Presbyterian Homes, Inc.	NC	3	0	0
175	Redstone Presbyterian SeniorCare	PA	3	0	0
193	Allegheny Lutheran Social Ministries	PA	3	0	0
91	Blue Skies of Texas	TX	2	1	0
174	Rockwood Retirement Communities	WA	2	0	2
48	Hebrew SeniorLife	MA	2	0	0
78	Friendship Senior Options	IL	2	0	0
104	Givens Communities	NC	2	0	0
107	Goodwin House Incorporated	VA	2	0	0
149	Smith Senior Living	IL	2	0	0
100	Givens Communities	NC	2	0	0
107	Goodwin House Incorporated	VA	2	0	0
148	Smith Senior Living	IL	2	0	0

2022 Rank	System Name	State	Accreditation		
			CARF	JCAHO	EAGLE
1	National Senior Campuses, Inc.	MA	1	1	0
42	Covenant Health	MA	1	1	0
121	Wesley Willows	IL	1	0	1
57	Masonicare	CT	1	0	0
76	Sequoia Living, Inc.	CA	1	0	0
95	RiverWoods Group	NH	1	0	0
114	The Moorings, Incorporated	FL	1	0	0
117	Landis Communities	PA	1	0	0
170	Medford Leas	NJ	1	0	0
55	Providence Life Services	IL	0	7	0
112	Alliance Health & Human Services	MA	0	7	0
41	Franciscan Communities, Inc.	IL	0	6	0
81	Legacy Lifecare fka Chelsea Jewish Lifecare	MA	0	5	0
54	Lutheran Life Communities	IL	0	2	0
82	Christian Health Care Center	NJ	0	1	0
20	Otterbein SeniorLife	OH	0	0	14
102	United Methodist Communities	NJ	0	0	4
69	UMRC and Porter Hills (Brio Living Services - next year's pub)	MI	0	0	3
103	United Methodist Communities	NJ	0	0	4
69	UMRC and Porter Hills	MI	0	0	3
28	Shell Point Retirement Community	FL	0	0	1

Organizational Characteristics: Accreditation At Least One Accredited Community



n = 136

KEY:

Not Accredited Accredited

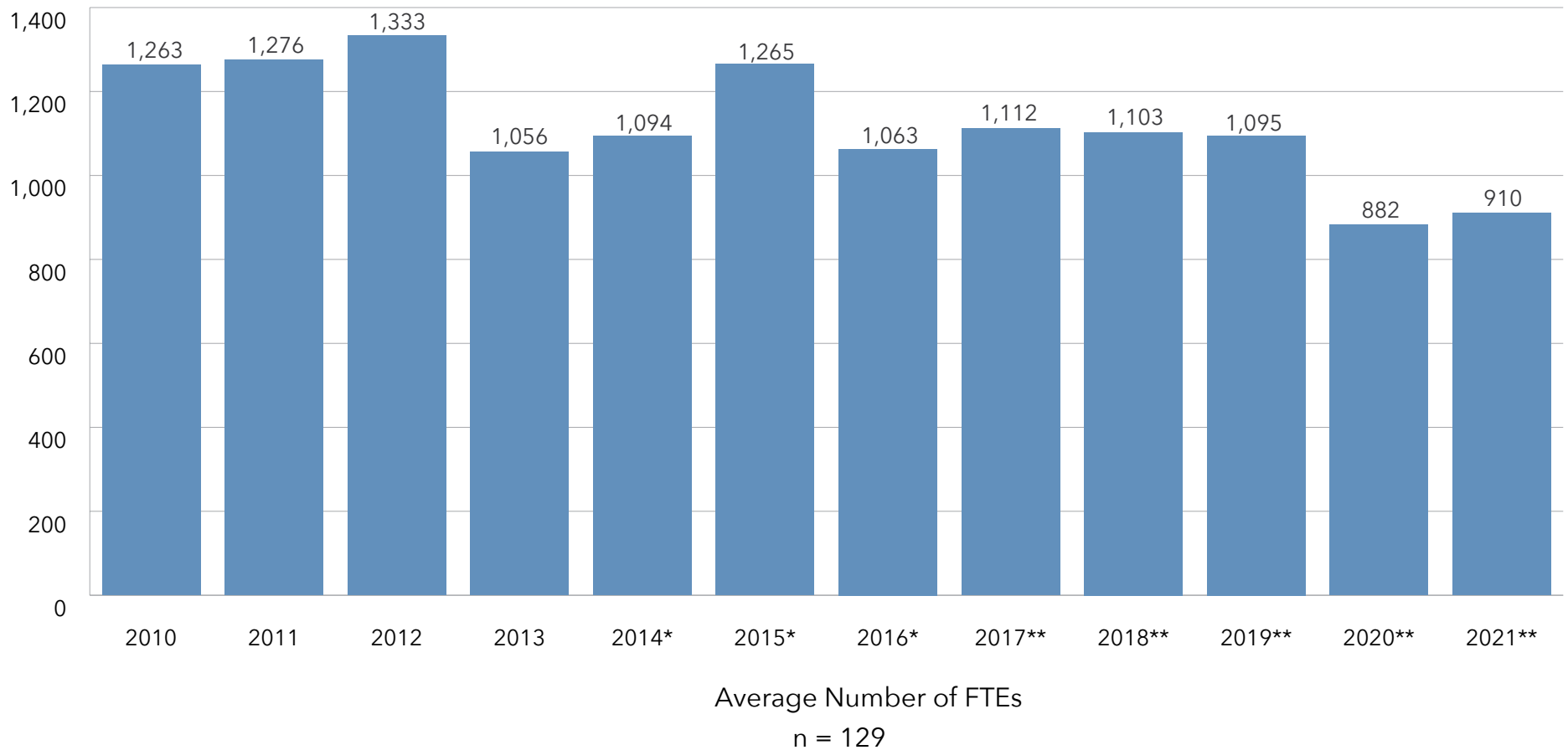
120 Accredited Communities through CARF
 33 Accreditations through JCAHO
 32 Accreditations through EAGLE

Note: Data is self-report from providers and is not independently verified

Organizational Characteristics: Staffing

Average Number of Employees, 2010-2021

2021** Average FTE/Resident: .53



2010-2012 reflect changes to the largest 100.

*2013-2016 reflect changes to the largest 150.

**2017-2021 reflect changes to the largest 200.

Analysis of the Data: Staffing

Summary of Employees, 2010-2021

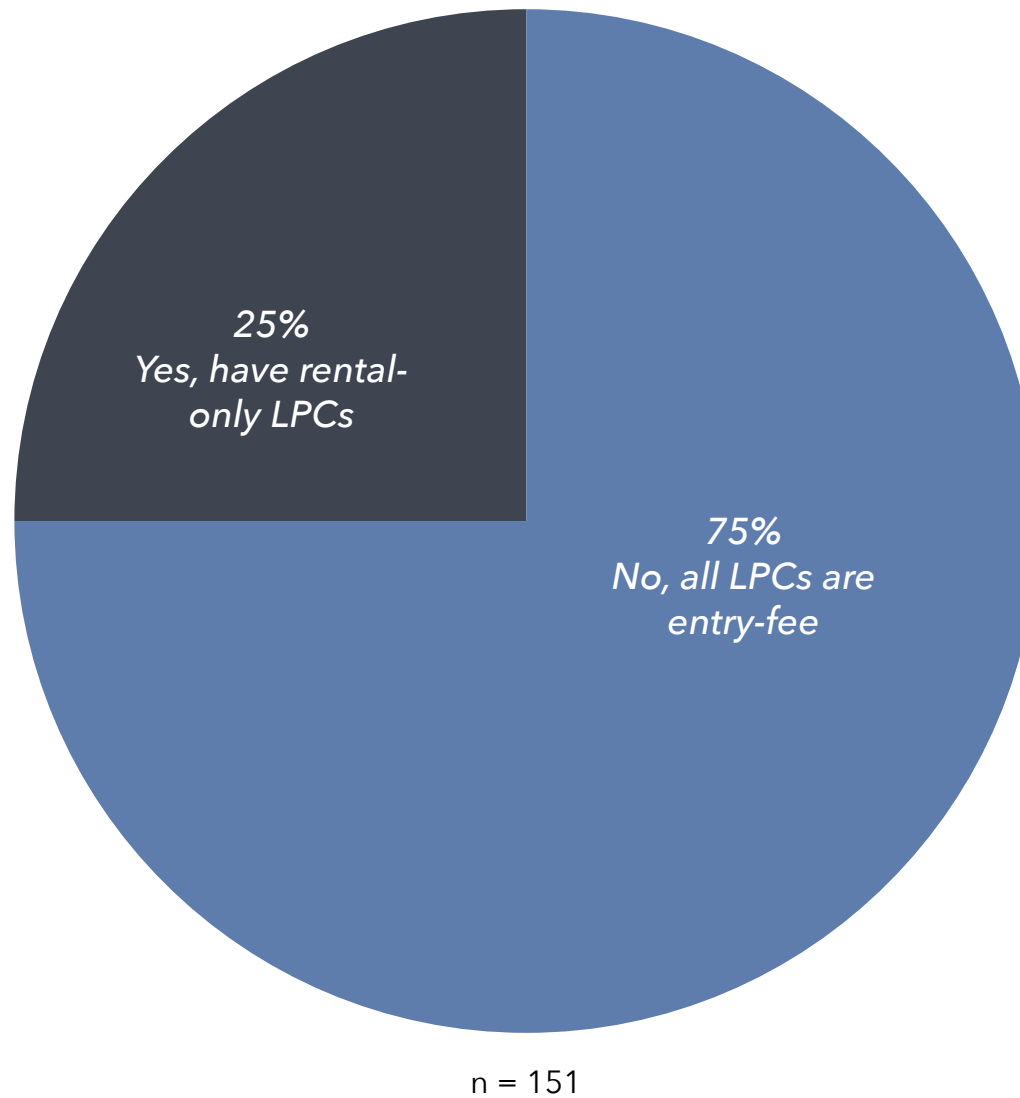
Staffing

The LZ 200 analyses include an examination of the number of full-time equivalents (FTEs) each organization employs. An average of 910 FTEs were employed per organization throughout 2021. Note that the number of FTEs decreased in the 2020 publication with the expansion to the largest 200 organizations as the size of the organizations get smaller the further above the 150 ranking.

Analysis for 2021 LZ 200 by Year		
Year	Average Number of FTEs	Average FTE/Resident
2010 avg FTE/resident n=97	1,263	0.57
2011 avg FTE/resident n=96	1,276	0.56
2012 avg FTE/resident n=90	1,333	0.56
2013* avg FTE/unit n=124	1,056	0.68
2014* avg FTE/unit n=123	1,093	0.58
2015* avg FTE/unit n=123	1,265	0.61
2016* avg FTE/unit n=129	1,063	0.62
2017** avg FTE/unit n=162	1,112	0.67
2018** avg FTE/unit n=161	1,103	0.63
2019** avg FTE/unit n=160	1,095	0.60
2020** avg FTE/unit n=144	882	0.54
2021** avg FTE/unit n=130	910	0.53

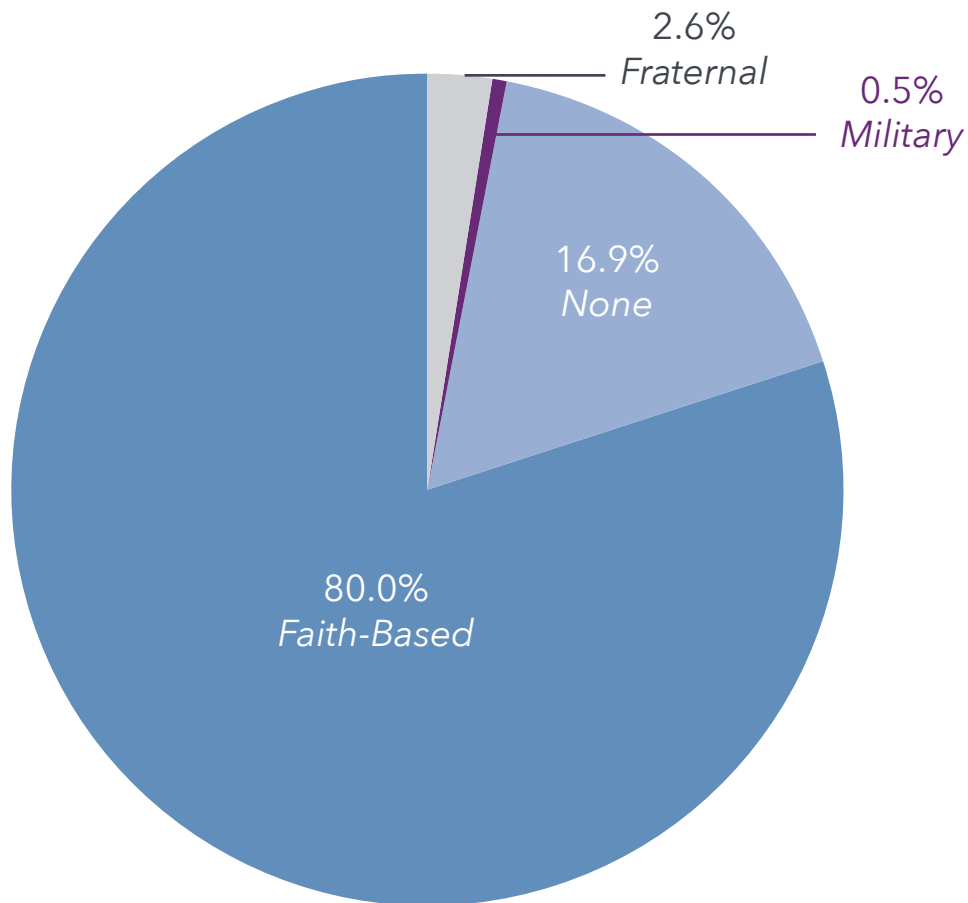
*Reflects change to LZ 150 with the 2014 report **Reflects change to LZ 200 with the 2018 report

Organizational Characteristics: Rental LPCs *Organizations That Have Fully Rental LPCs*



Analysis of the Data: Affiliations

Affiliation by Total Number of Systems

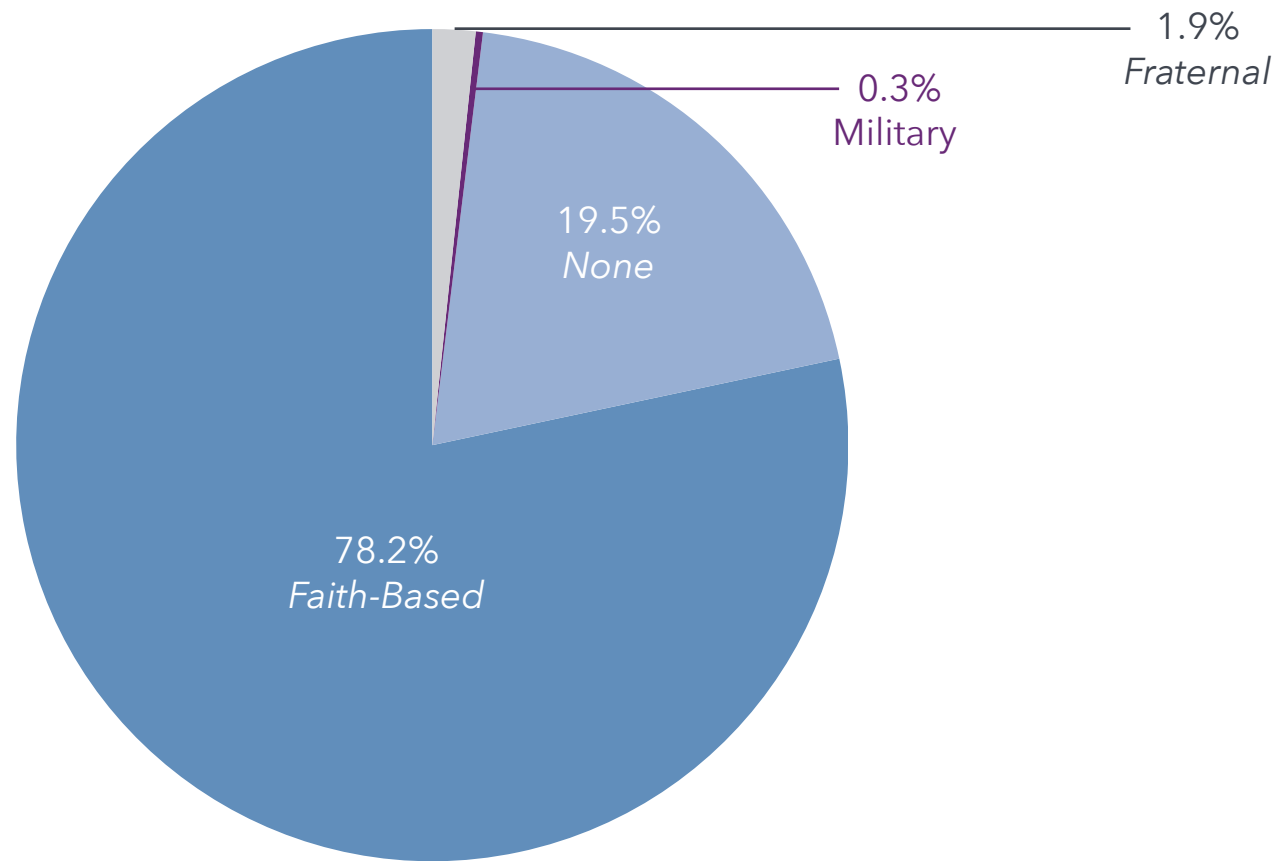


Affiliation

Eighty percent (80%) of the LZ 200 organizations have an affiliation with a religious organization, predominantly Lutheran, Presbyterian, and Catholic, or a fraternal or military group (Chart 4-14a). Lutheran organizations represent the largest number, with more than 48,500 units. Presbyterian affiliation follows with nearly 41,000 units.

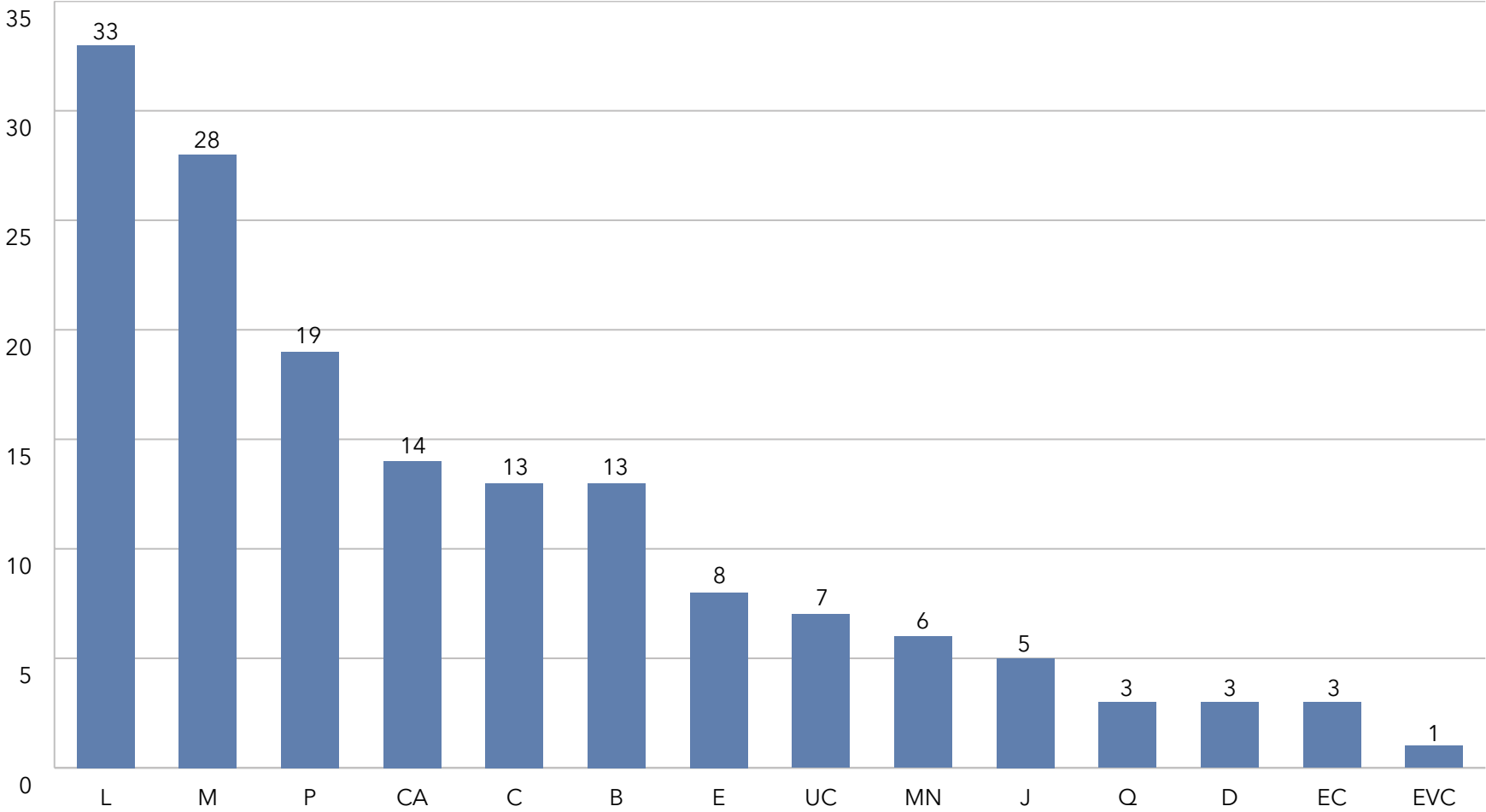
Analysis of the Data: Affiliations

Affiliation by Total Number of Units



Analysis of the Data: Affiliations

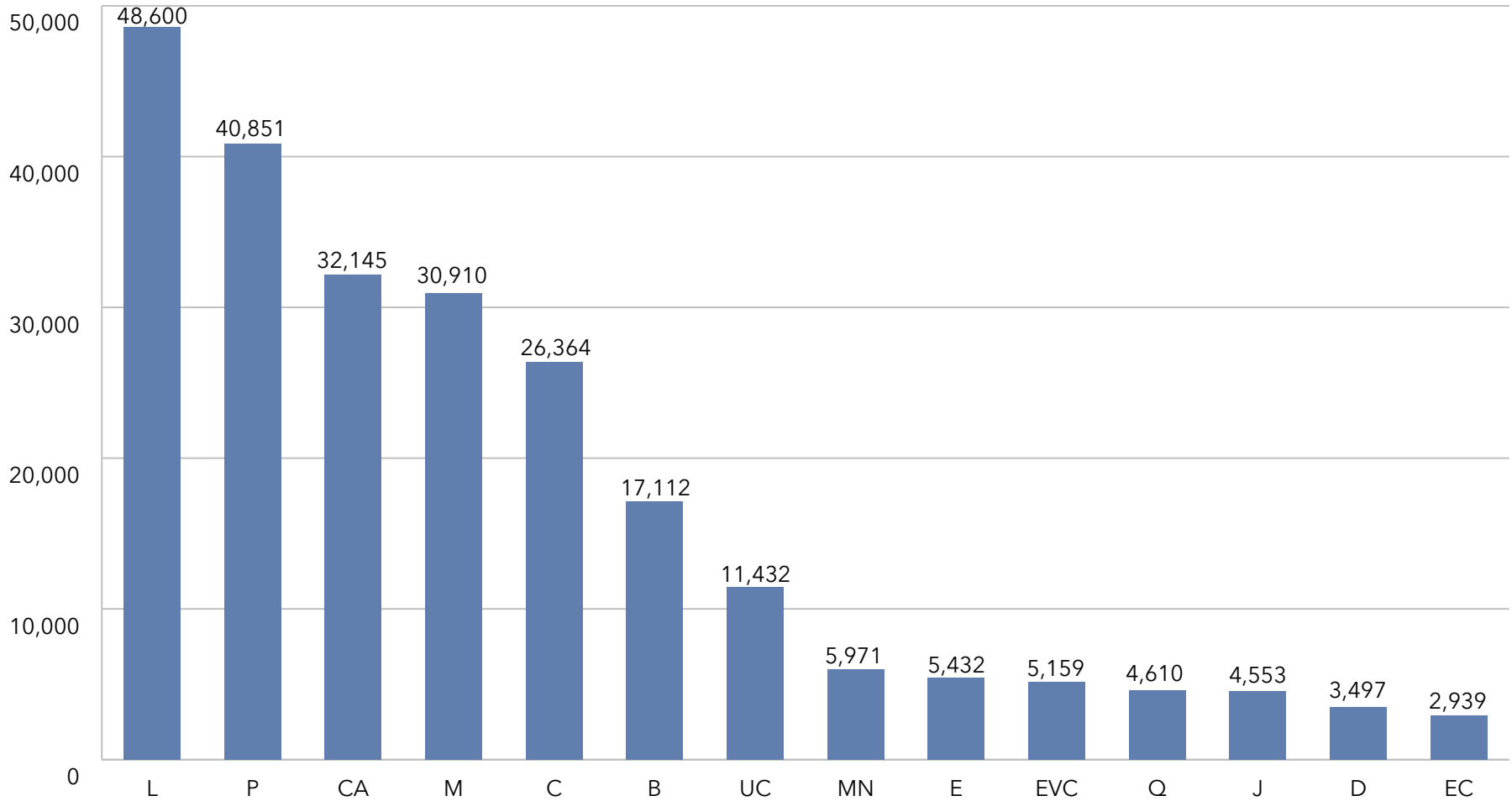
Faith-Based Affiliations, by Total Number of Systems



Religions	D	Dutch Reformed	J	Jewish	P	Presbyterian	
B	Baptist	E	Episcopal	L	Lutheran	Q	Quaker
C	Christian	EC	Ecumenical	M	Methodist	UC	United Church of Christ
CA	Catholic	EVC	Evangelical Covenant	MN	Mennonite		

Analysis of the Data: Affiliations

Faith-Based Affiliations, by Total Units



KEY:

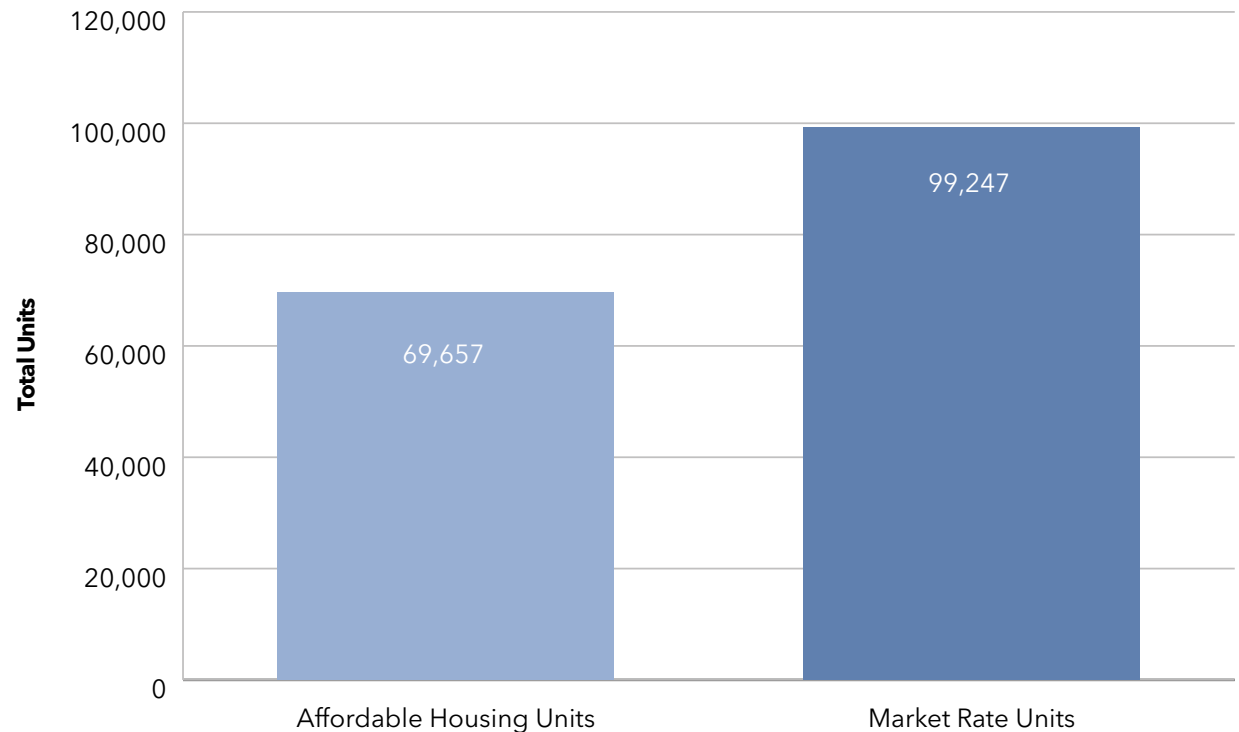
Religions	D	Dutch Reformed	J	Jewish	P	Presbyterian	
B	Baptist	E	Episcopal	L	Lutheran	Q	Quaker
C	Christian	EC	Ecumenical	M	Methodist	UC	United Church of Christ
CA	Catholic	EVC	Evangelical Covenant	MN	Mennonite		

Organizational Characteristics: Affordable Housing

Comparison of Market-Rate Units Vs. Affordable Units of Housing Providers

Affordable Housing

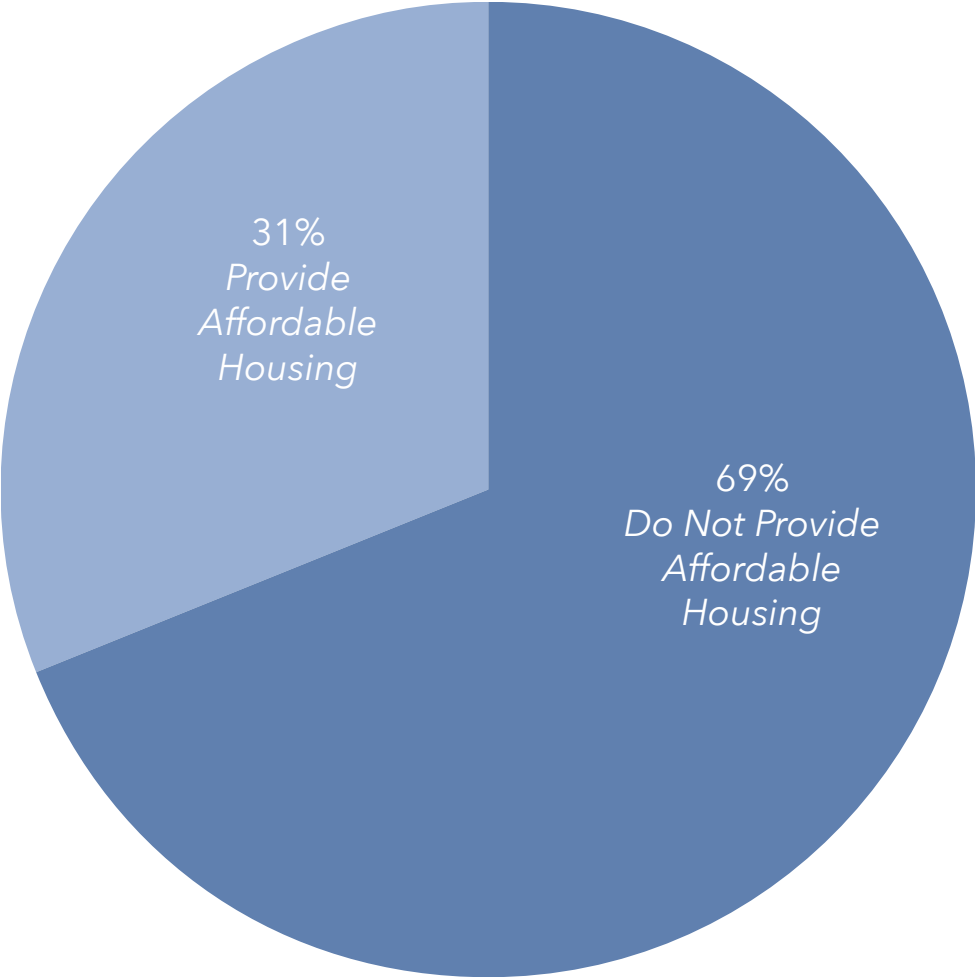
The ranking of the LZ 200 organizations by the number of affordable (non-market-rate & market rate) units is included with this research to show that several the LZ 200 have a strong commitment to the provision of this type of senior living. This ranking may allow senior management and others the opportunity to compare their organizations with other organizations that are providing services to a full spectrum of income levels. Section 4-15 and Chapter 6.2 detail these listings further. The data reveal that among the LZ 200, thirty-one percent (31%) have affordable housing units.



n = 62

Organizational Characteristics: Affordable Housing

Percentage Providing Affordable Housing



n = 62

Organizational Characteristics: Managed Units & Communities Providers that Manage, Ranked by Managed-Only Units

LZ 200 Managed Rank	2022 LZ 200 Rank	System Name	State	Managed-only	
				Units	Communities
1	158	Ebenezer Society	MN	8,528	100
2	33	National Church Residences	OH	3,517	55
3	6	HumanGood	CA	2,124	31
4	48	Eskaton	CA	2,074	30
5	9	Trinity Health Senior Communities	MI	1,785	26
6	38	United Church Homes, Inc.	OH	1,767	14
7	61	Presbyterian Villages of Michigan	MI	928	7
8	97	Christian Living Communities	CO	858	7
9	65	American Baptist Homes of the Midwest	MN	817	1
10	16	Cassia	MN	815	16
11	50	Baptist Village Communities	OK	776	4
12	87	Walker Methodist	MN	749	8
13	46	Presbyterian SeniorCare Network	PA	703	11
14	5	Ascension Living	MO	676	7
15	84	The Presbyterian Homes, Inc.	NC	579	1
16	58	Masonicare	CT	492	5
17	103	St. Andrew's Resources for Seniors System	MO	361	2
18	41	Franciscan Communities, Inc.	IL	350	3
19	125	Marquardt Village, Inc.	WI	322	6
20	40	BHI Senior Living, Inc.	IN	293	4
21	4	Presbyterian Homes and Services	MN	235	2
22	14	Lutheran Senior Services	MO	208	3
23	129	Samaritas	MI	189	6
24	45	Bethesda Health Group, Inc.	MO	184	2
25	69	UMRC and Porter Hills (Brio Living Services - next year's pub)	MI	178	2

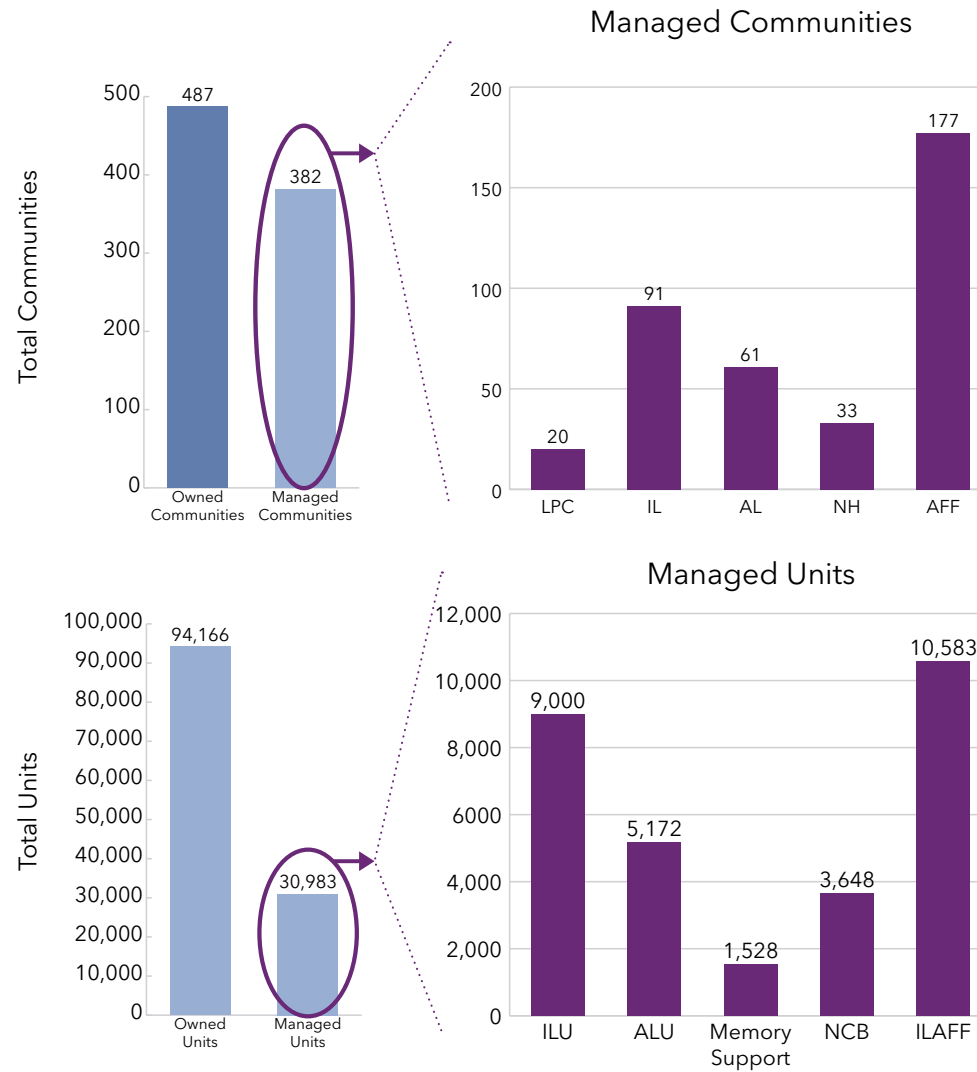
Organizational Characteristics: Managed Units & Communities (Continued)

Providers that Manage, Ranked by Managed-Only Units

LZ 200 Managed Rank	2022 LZ 200 Rank	System Name	State	Managed-only	
				Units	Communities
26	81	Legacy Lifecare fka Chelsea Jewish Lifecare	MA	161	2
27	107	Goodwin House Incorporated	VA	161	1
28	161	St. John's United	MT	160	2
29	179	Knute Nelson	MN	143	5
30	67	Western Home Services	IA	136	5
31	182	Bethany St. Joseph Corporation	WI	126	3
32	99	St. Ann's Home for the Aged	NY	107	2
33	146	Baptist Senior Family aka Baptist Homes Society	PA	100	1
34	175	Redstone Presbyterian SeniorCare	PA	100	2
35	57	Lutheran Services Carolinas	NC	72	1
36	34	WesleyLife	IA	55	1
37	12	Retirement Housing Foundation	CA	50	1
38	26	Springpoint Senior Living	NJ	40	1
39	96	EveryAge fka United Church Homes and Services	NC	32	1
40	112	Alliance Health & Human Services	MA	32	1
41	37	WesleyLife	IA	55	1
42	86	Baruch Senior Ministries	MI	54	2
43	170	Redstone Presbyterian SeniorCare	PA	50	1
44	12	Retirement Housing Foundation	CA	50	1
45	25	Springpoint Senior Living Inc.	NJ	40	1
46	93	United Church Homes and Services	NC	32	1

Organizational Characteristics: Managed Units & Communities

Comparison of Owned vs. Managed Communities and Units of Providers that Manage



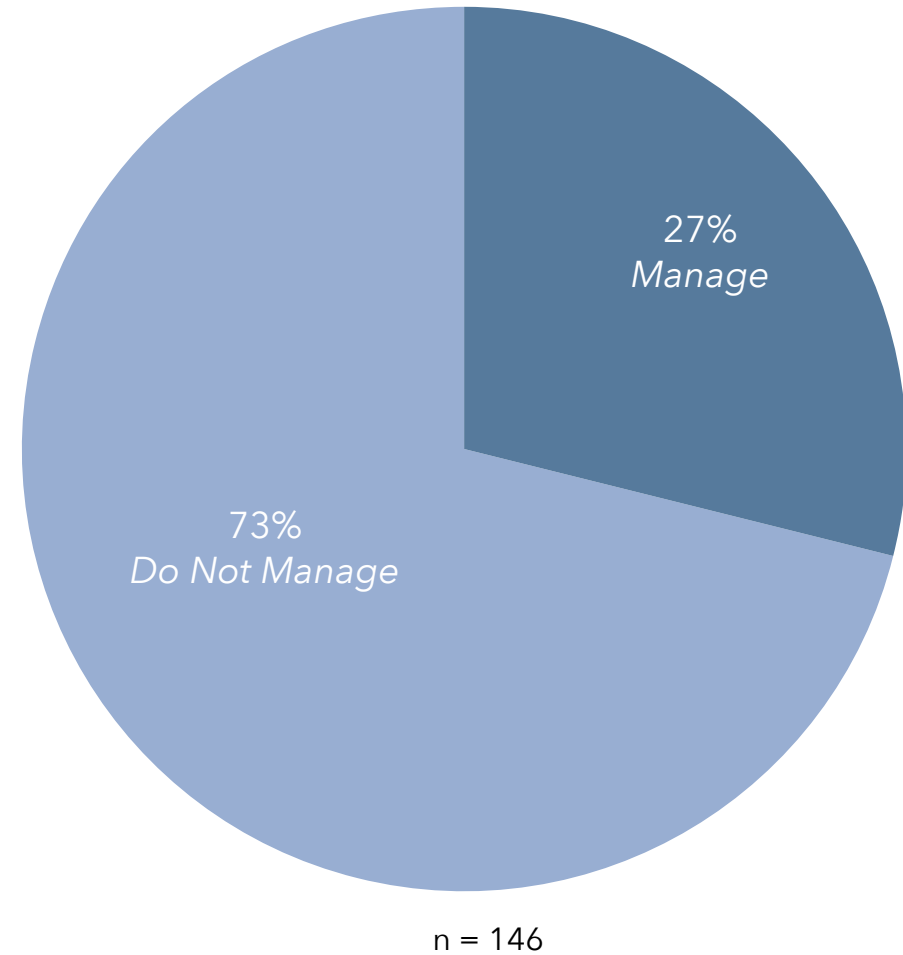
n = 40

Organizational Characteristics: Managed Units & Communities

Percentage that Manage

Managed Units and Communities

There are several companies in the senior living sector whose primary business purpose is to provide management services to properties they do not own. The LZ 200 organizations are, on the contrary, primarily property owners. Nearly 30% of the LZ 200 manage and own senior living units (Chart 4-16c), but the overwhelming portion of their portfolio of units is owned.



Organizational Characteristics: Managed Units & Communities Providers that Manage, Ranked by Market Rate & Managed Units

2022 Combined MR & MGD Rank	2022 LZ 200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	MGD
1	1	National Senior Campuses, Inc.	MA	21,753	19,026	1,720	1,007	0
2	2	The Evangelical Lutheran Good Samaritan Society	SD	15,447	4,795	2,110	8,542	0
3	4	Presbyterian Homes and Services	MN	9,626	5,027	2,792	1,572	235
4	3	Acts Retirement Services, Inc.	PA	9,404	6,739	1,139	1,526	0
5	158	Ebenezer Society	MN	9,095	0	320	247	8,528
6	6	HumanGood	CA	7,945	3,586	1,138	1,097	2,124
7	5	Ascension Living	MO	7,368	1,800	1,203	3,689	676
8	9	Trinity Health Senior Communities	MI	6,921	1,942	1,165	2,029	1,785
9	33	National Church Residences	OH	5,595	1,215	716	147	3,517
10	7	Covenant Living Communities & Services	IL	5,432	3,499	906	1,027	0
11	8	Lifespace Communities, Inc.	IA	5,279	3,635	672	972	0
12	10	Benedictine	MN	4,576	879	1,569	2,128	0
13	16	Cassia	MN	4,324	0	2,129	1,380	815
14	11	Westminster Retirement Communities of Florida	FL	4,224	2,924	519	781	0
15	12	Retirement Housing Foundation	CA	4,189	2,642	886	611	50
16	13	Front Porch Communities and Services & Covia Communities	CA	4,136	3,323	159	654	0
17	14	Lutheran Senior Services	MO	3,912	1,825	792	1,087	208
18	15	Asbury Communities, Inc.	MD	3,686	2,215	562	909	0
19	48	Eskaton	CA	3,642	442	640	486	2,074
20	38	United Church Homes, Inc.	OH	3,542	837	239	699	1,767
21	17	The Kendal Corporation	PA	3,505	2,321	697	487	0
22	18	Pacific Retirement Services	OR	3,364	2,561	398	405	0
23	19	Presbyterian Senior Living	PA	3,186	1,831	556	799	0
24	20	Otterbein SeniorLife	OH	3,182	1,353	699	1,130	0
25	21	Concordia Lutheran Ministries	PA	2,965	1,038	1,264	663	0

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Managed Units & Communities (Continued)

Providers that Manage, Ranked by Market Rate & Managed Units

2022 Combined MR & MGD Rank	2022 LZ 200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	MGD
26	22	Ohio Living	OH	2,898	1,620	454	824	0
27	23	The Carmelite System, Inc.	NY	2,898	51	498	2,349	0
28	24	Masonic Villages of the Grand Lodge of Pennsylvania	PA	2,576	1,624	269	683	0
29	26	Springpoint Senior Living	NJ	2,572	1,732	309	491	40
30	25	Transforming Age	WA	2,543	1,759	706	78	0
31	27	Volunteers of America	VA	2,484	604	873	1,007	0
32	46	Presbyterian SeniorCare Network	PA	2,298	514	405	676	703
33	50	Baptist Village Communities	OK	2,297	939	257	325	776
34	61	Presbyterian Villages of Michigan	MI	2,216	902	284	102	928
35	28	Christian Horizons	MO	2,215	417	312	1,486	0
36	29	Christian Care Companies	AZ	2,164	1,687	409	68	0
37	30	Presbyterian Manors of Mid America	KS	2,130	850	538	742	0
38	31	Ecumen	MN	2,109	376	1,391	342	0
39	32	Willow Valley Communities	PA	2,095	1,597	198	300	0
40	41	Franciscan Communities, Inc.	IL	2,054	744	345	615	350
41	65	American Baptist Homes of the Midwest	MN	2,037	359	272	589	817
42	34	WesleyLife	IA	2,023	869	399	700	55
43	40	BHI Senior Living, Inc.	IN	1,998	580	773	352	293
44	35	Homewood Retirement Centers, Inc.	MD	1,897	1,157	289	451	0
45	36	Greencroft Communities	IN	1,874	668	582	624	0
46	45	Bethesda Health Group, Inc.	MO	1,851	727	78	862	184
47	58	Masonicare	CT	1,818	651	309	366	492
48	37	ArchCare	NY	1,782	0	59	1,723	0
49	97	Christian Living Communities	CO	1,782	420	312	192	858
50	87	Walker Methodist	MN	1,758	328	421	260	749

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Managed Units & Communities (Continued)

Providers that Manage, Ranked by Market Rate & Managed Units

2022 Combined MR & MGD Rank	2022 LZ 200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	MGD
51	39	Bethesda Senior Living Communities	CO	1,707	111	1,596	0	0
52	42	Covenant Health	MA	1,696	0	364	1,332	0
53	43	Buckner Retirement Services, Inc.	TX	1,688	1,018	344	326	0
54	44	Loretto	NY	1,684	210	551	923	0
55	84	The Presbyterian Homes, Inc.	NC	1,607	706	133	189	579
56	47	Immanuel	NE	1,589	911	447	231	0
57	49	Hebrew SeniorLife	MA	1,542	654	115	773	0
58	51	Magnolia Manor, Inc.	GA	1,483	339	335	809	0
59	52	Mississippi Methodist Senior Services, Inc.	MS	1,460	786	354	320	0
60	54	LifeSpire of Virginia	VA	1,420	866	327	227	0
61	57	Lutheran Services Carolinas	NC	1,410	311	295	732	72
62	55	Presbyterian Homes	IL	1,402	824	237	341	0
63	53	Lutheran Life Communities	IL	1,402	408	310	684	0
64	69	UMRC and Porter Hills	MI	1,377	678	335	186	178
65	56	Providence Life Services	IL	1,361	767	312	282	0
66	67	Western Home Services	IA	1,349	616	314	283	136
67	59	Methodist Retirement Communities	TX	1,316	629	393	294	0
68	60	SantaFe Senior Living, Inc.	FL	1,306	876	316	114	0
69	62	Heritage Ministries	NY	1,268	363	221	684	0
70	63	National Lutheran Communities and Services	MD	1,255	697	247	311	0
71	64	Wesley Enhanced Living	PA	1,238	646	232	360	0
72	81	Legacy Lifecare fka Chelsea Jewish Lifecare	MA	1,225	0	367	697	161
73	66	Diakon	PA	1,219	615	192	412	0
74	68	Holland Home	MI	1,212	750	303	159	0
75	103	St. Andrew's Resources for Seniors System	MO	1,238	379	208	290	361

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Managed Units & Communities (Continued)

Providers that Manage, Ranked by Market Rate & Managed Units

2022 Combined MR & MGD Rank	2022 LZ 200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	MGD
76	70	SpiriTrust Lutheran	PA	1,187	554	289	344	0
77	71	Friendship Villages of St. Louis	MO	1,184	814	136	234	0
78	72	Phoebe Ministries	PA	1,163	370	259	534	0
79	73	Wesley Homes	WA	1,160	762	214	184	0
80	74	United Methodist Homes	NY	1,134	437	271	426	0
81	75	Pinnacle Living	VA	1,125	544	391	190	0
82	76	Sequoia Living, Inc.	CA	1,116	844	136	136	0
83	77	Ingleside	MD	1,112	832	157	123	0
84	78	Friendship Senior Options	IL	1,111	685	184	242	0
85	125	Marquardt Village, Inc.	WI	1,096	201	243	330	322
86	79	Baruch Senior Ministries	MI	1,080	6	1,074	0	0
87	80	Eventide	MN	1,077	65	460	552	0
88	82	Christian Health Care Center	NJ	1,049	617	134	298	0
89	83	Life Enriching Communities	OH	1,039	592	182	265	0
90	99	St. Ann's Home for the Aged	NY	1,020	296	75	542	107
91	85	Lutheran Homes of South Carolina, Inc.	SC	1,018	424	243	351	0
92	86	Christian Care Communities	KY	1,016	432	179	405	0
93	107	Goodwin House Incorporated	VA	1,011	580	121	149	161
94	88	Presbyterian Communities of South Carolina	SC	996	411	311	274	0
95	89	Felician Services, Inc.	IL	990	177	268	545	0
96	90	Lutheran SeniorLife	PA	987	492	192	303	0
97	96	EveryAge fka United Church Homes and Services	NC	987	537	90	328	32
98	91	Blue Skies of Texas	TX	984	728	129	127	0
99	92	UMRH, Inc.	NC	983	641	140	202	0
100	93	Liberty Lutheran Services	PA	978	443	318	217	0

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Managed Units & Communities (Continued)

Providers that Manage, Ranked by Market Rate & Managed Units

2022 Combined MR & MGD Rank	2022 LZ 200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	MGD
101	94	Saint Therese	MN	965	467	133	365	0
102	95	RiverWoods Group	NH	955	681	175	99	0
103	129	Samaritas	MI	950	293	120	348	189
104	98	St John's	NY	916	403	38	475	0
105	100	Haverland Carter Lifestyle Group	NM	890	410	373	107	0
106	101	Masonic Homes Kentucky	KY	887	449	151	287	0
107	102	United Methodist Communities	NJ	884	88	548	248	0
108	104	Givens Communities	NC	869	713	44	112	0
109	105	Menno Haven, Inc.	PA	869	486	223	160	0
110	106	Sun Health Services	AZ	867	637	115	115	0
111	112	Alliance Health & Human Services	MA	856	0	0	824	32
112	108	Mather	IL	848	712	59	77	0
113	109	Garden Spot Communities	PA	845	621	105	119	0
114	110	The New Jewish Home	NY	838	24	0	814	0
115	111	Living Branches	PA	834	459	232	143	0
116	113	Lutheran Social Ministries of Maryland	MD	822	637	70	115	0
117	114	The Moorings, Incorporated	FL	814	594	114	106	0
118	115	Presbyterian Homes of Georgia	GA	814	330	149	335	0
119	116	LutherCare	PA	810	473	126	211	0
120	117	Landis Communities	PA	808	545	160	103	0
121	118	Westminster-Canterbury on Chesapeake Bay	VA	806	618	80	108	0
122	119	Methodist Homes of Alabama & Northwest Florida	AL	803	39	339	425	0
123	120	Simpson Senior Services	PA	802	454	170	178	0
124	121	Wesley Willows	IL	800	546	163	91	0
125	122	Oakwood Lutheran Senior Ministries	WI	795	492	193	110	0

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Managed Units & Communities (Continued)

Providers that Manage, Ranked by Market Rate & Managed Units

2022 Combined MR & MGD Rank	2022 LZ 200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	MGD
126	123	Sunnyside Communities	VA	789	500	157	132	0
127	124	Vista Prairie Communities	MN	789	100	689	0	0
128	126	Amsterdam Continuing Care Health System, Inc.	NY	771	229	44	498	0
129	127	Grace Inspired Ministries	PA	767	451	151	165	0
130	128	United Church of Christ Homes	PA	766	267	124	375	0
131	130	Christian Care Communities & Services	TX	760	412	229	119	0
132	146	Baptist Senior Family aka Baptist Homes Society	PA	753	326	138	189	100
133	131	Brazos Presbyterian Homes Inc.	TX	747	425	121	201	0
134	132	Messiah Lifeways	PA	741	442	164	135	0
135	133	Benevolent Corporation Cedar Community	WI	737	422	225	90	0
136	134	Bethany Lutheran Homes, Inc.	WI	726	282	321	123	0
137	135	Emerald Communities	WA	725	527	107	91	0
138	161	St. John's United	MT	717	204	167	186	160
139	136	Episcopal SeniorLife Communities	NY	709	334	193	182	0
140	137	Morningside Ministries	TX	708	434	134	140	0
141	138	Ohio Masonic Home	OH	706	301	241	164	0
142	139	United Methodist Memorial Home	IN	699	188	255	256	0
143	140	Maple Knoll Communities, Inc.	OH	694	400	91	203	0
144	141	LifeStream Complete Senior Living, Inc.	AZ	694	369	158	167	0
145	142	The Wesley Communities	OH	678	338	234	106	0
146	143	United Lutheran Program for the Aging, Inc.	WI	678	320	206	152	0
147	144	Vincentian Collaborative Services	PA	675	66	82	527	0
148	145	Elder Care Alliance	CA	658	135	464	59	0
149	147	Community Wellness Partners, Inc.	NY	640	124	0	516	0
150	179	Knute Nelson	MN	637	211	200	83	143

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Managed Units & Communities (Continued)

Providers that Manage, Ranked by Market Rate & Managed Units

2022 Combined MR & MGD Rank	2022 LZ 200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	MGD
151	148	Sunset Senior Communities	MI	636	324	312	0	0
152	149	Smith Senior Living	IL	636	322	144	170	0
153	150	Wellspring Lutheran Services	MI	635	125	169	341	0
154	175	Redstone Presbyterian SeniorCare	PA	616	305	134	77	100
155	151	Baptist Retirement Homes of North Carolina, Inc.	NC	603	262	140	201	0
156	182	Bethany St. Joseph Corporation	WI	599	135	158	180	126
157	152	Episcopal Communities & Services	CA	594	443	110	41	0
158	153	Shepherd of the Valley Lutheran Retirement Services	OH	587	238	229	120	0
159	154	Lutheran Life Villages	IN	577	183	69	325	0
160	155	Episcopal Retirement Services	OH	576	267	115	194	0
161	156	Friends Homes, Inc.	NC	568	359	100	109	0
162	157	Havenwood Heritage Heights	NH	567	367	63	137	0
163	159	Bethel	NY	563	170	130	263	0
164	160	The Legacy Senior Communities	TX	557	298	145	114	0
165	162	Friendly Senior Living	NY	555	298	57	200	0
166	163	Sholom Community Alliance	MN	552	153	142	257	0
167	164	Bethesda	MN	549	146	123	280	0
168	165	Bluestem Communities	KS	544	321	65	158	0
169	166	Church Homes, Inc.	CT	542	319	24	199	0
170	167	Christian Village Communities	OH	542	189	205	148	0
171	168	Cardinal Ritter Senior Services	MO	541	205	90	246	0
172	169	Brooke Grove Foundation	MD	541	40	183	318	0
173	170	Medford Leas	NJ	537	394	119	24	0
174	171	EHM Senior Solutions	MI	529	112	70	347	0
175	172	The Lutheran Home Association	WI	525	161	157	207	0

MGD - Managed unit counts include both managed market-rate and managed affordable units

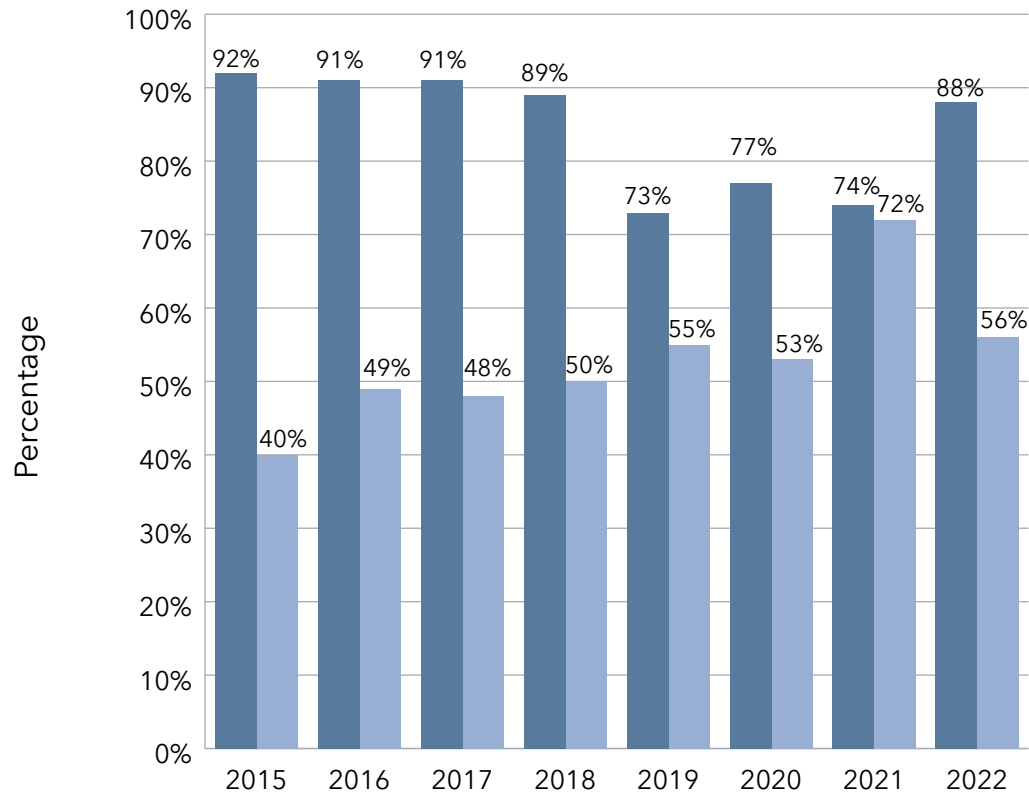
Organizational Characteristics: Managed Units & Communities (Continued)

Providers that Manage, Ranked by Market Rate & Managed Units

2022 Combined MR & MGD Rank	2022 LZ 200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	MGD
176	173	CRISTA Senior Living	WA	524	374	150	0	0
177	174	Rockwood Retirement Communities	WA	521	344	132	45	0
178	176	LindenGrove Communities	WI	511	0	258	253	0
179	177	United Methodist Homes, Inc.	CT	507	90	297	120	0
180	178	Judson Services, Inc.	OH	500	227	135	138	0
181	180	Eliza Jennings Senior Care Network	OH	486	175	89	222	0
182	181	St. Paul's Senior Services	CA	482	134	289	59	0
183	183	Deaconess Abundant Life Communities	MA	469	283	144	42	0
184	184	Presbyterian Homes and Services of Kentucky	KY	466	185	0	281	0
185	185	The Lutheran Home and Harwood Place	WI	461	170	104	187	0
186	186	Beechwood Continuing Care, Inc.	NY	460	188	0	272	0
187	187	The Loomis Communities	MA	459	359	58	42	0
188	188	Good Shepherd Communities	NY	457	192	99	166	0
189	189	Genacross Lutheran Services	OH	457	137	135	185	0
190	190	Michigan Masonic Homes	MI	442	38	155	249	0
191	191	Clark Retirement Community, Inc.	MI	441	247	155	39	0
192	192	Willow Brook Christian Communities	OH	437	230	123	84	0
193	193	Allegheny Lutheran Social Ministries	PA	431	183	96	152	0
194	194	Baptist Life Communities	KY	428	150	60	218	0
195	195	Skaalen Retirement Service, Inc.	WI	421	229	101	91	0
196	196	Wesbury	PA	418	117	91	210	0
197	197	Community First Solutions	OH	413	184	101	128	0
198	198	A.G. Rhodes	GA	413	0	0	413	0
199	199	Parker Health Group	NJ	407	0	60	347	0
200	200	SCBMA	SC	402	94	134	174	0

MGD - Managed unit counts include both managed market-rate and managed affordable units

Organizational Characteristics: Assisted and Skilled Composition Percentage That Offer Private Versus Semi-Private Units



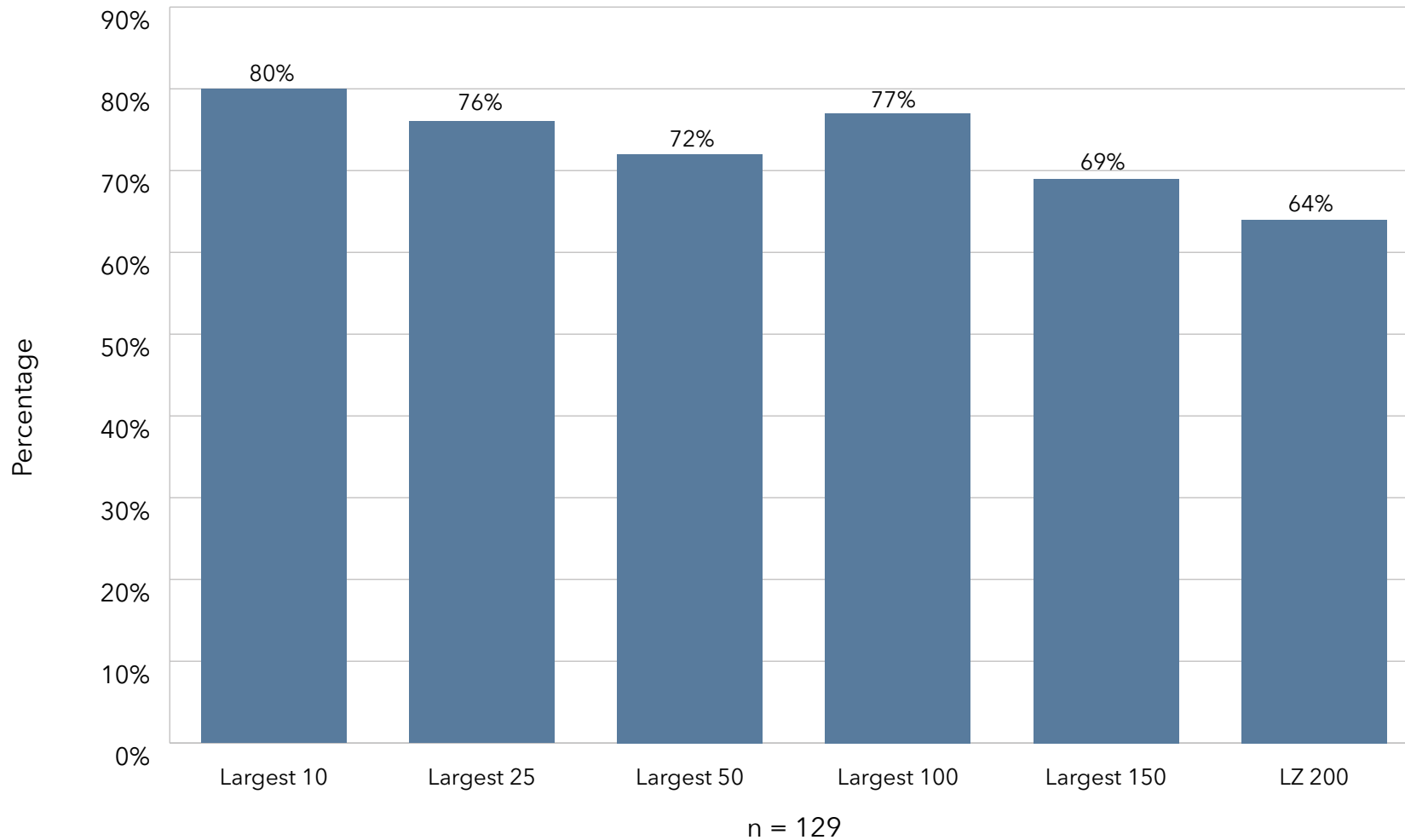
KEY: ■ Percentage Private (AL) ■ Percentage Private (SN)

Assisted and Skilled Composition

This report has tracked the proportion of assisted living and skilled nursing units that are private. There is a clear trend toward private assisted living units, with 88% being private. On the other hand, 72% of the skilled nursing units are private.

This year's publication is the ninth in which the percentage of LZ 200 organizations that own and operate memory support (MS) units is analyzed. Section 4-17 details the percentage of LZ 200, by the largest 10, 25, 50, 100, 150, and 200, that offer specialized memory support units. Roughly 64% of the organizations offer memory support, with more than 32% offering both assisted living and skilled nursing memory care services. An additional 56% offer only assisted living memory support.

Organizational Characteristics: Assisted and Skilled Composition *Percentage That Offer Memory Support*

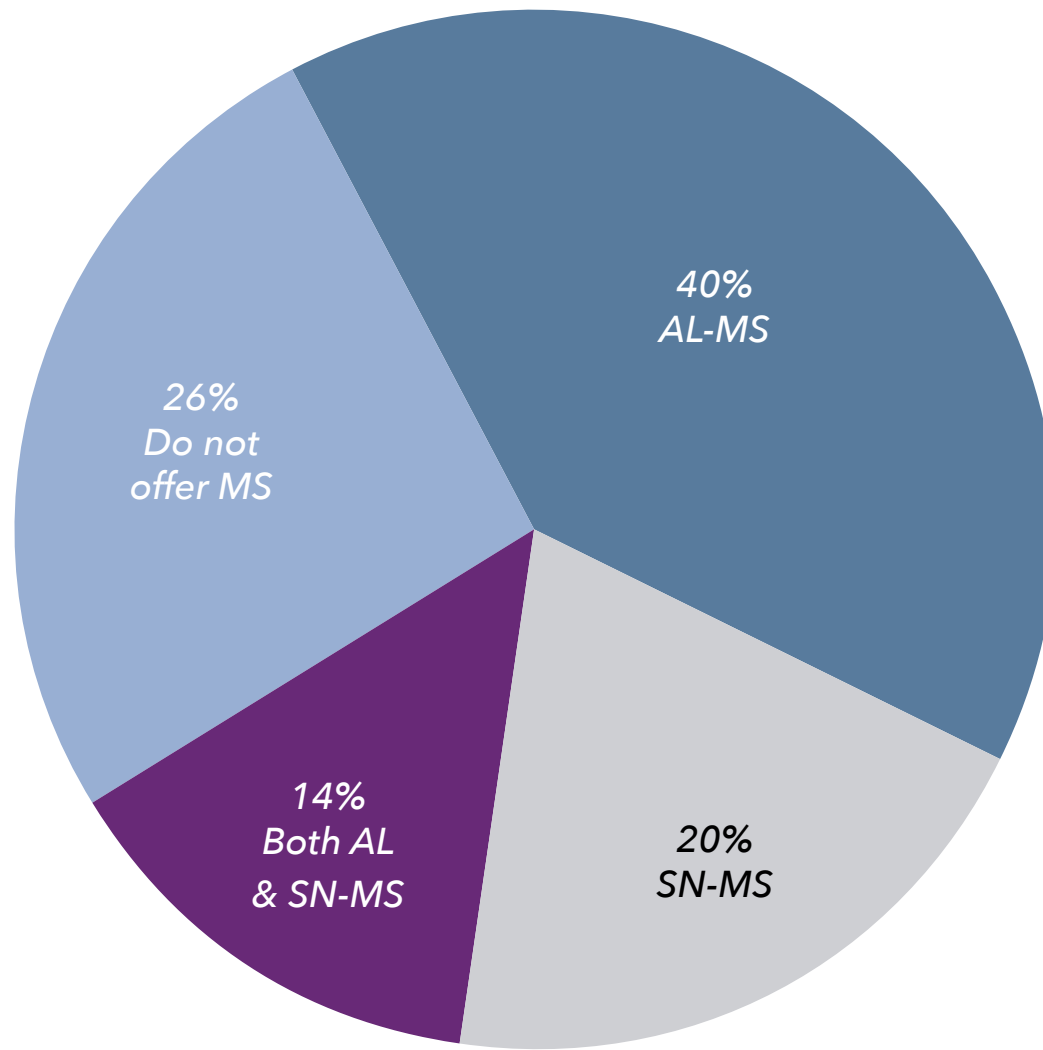


KEY: ■ Offer Memory Support

Of the total ALUs/PCUs among the LZ 200, AL-MS accounts for 16%

Organizational Characteristics: Assisted and Skilled Composition

Type of Memory Support Offered

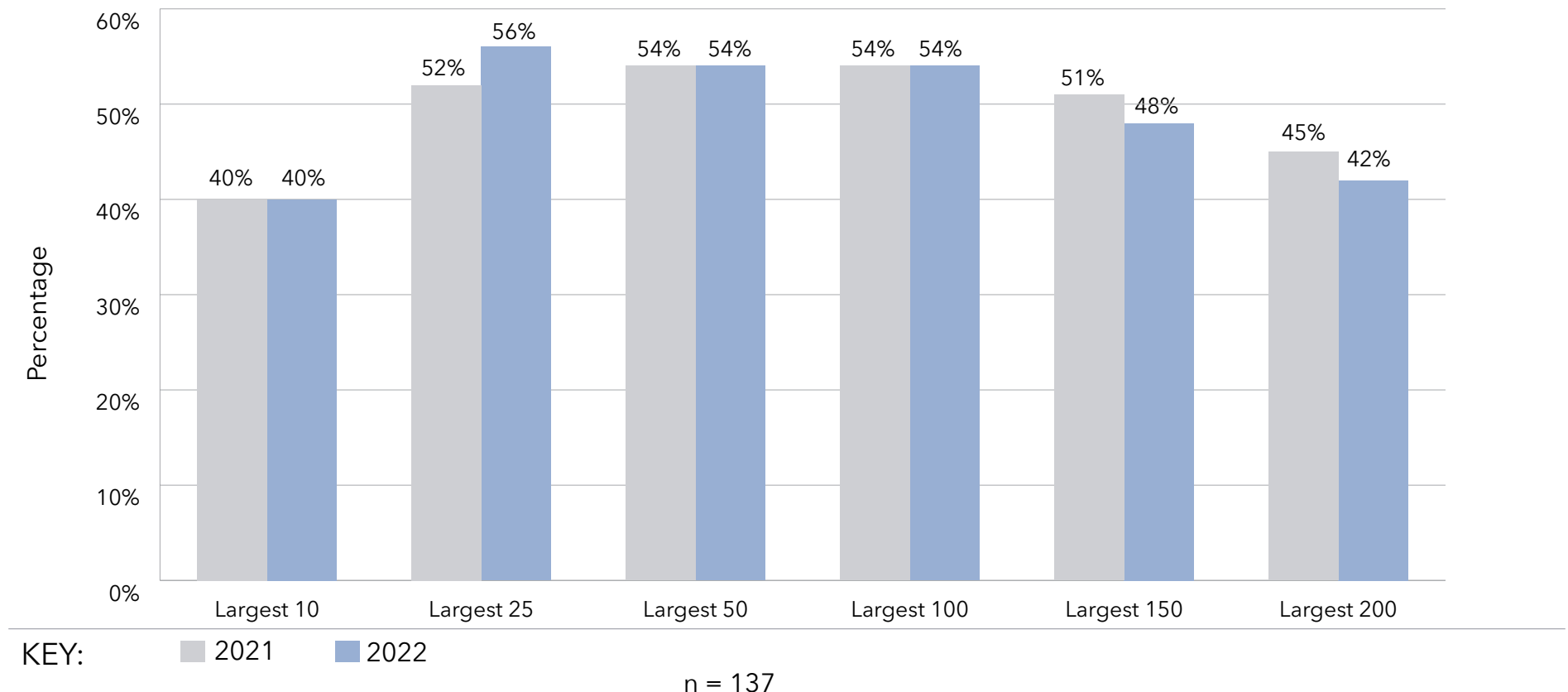


n = 129

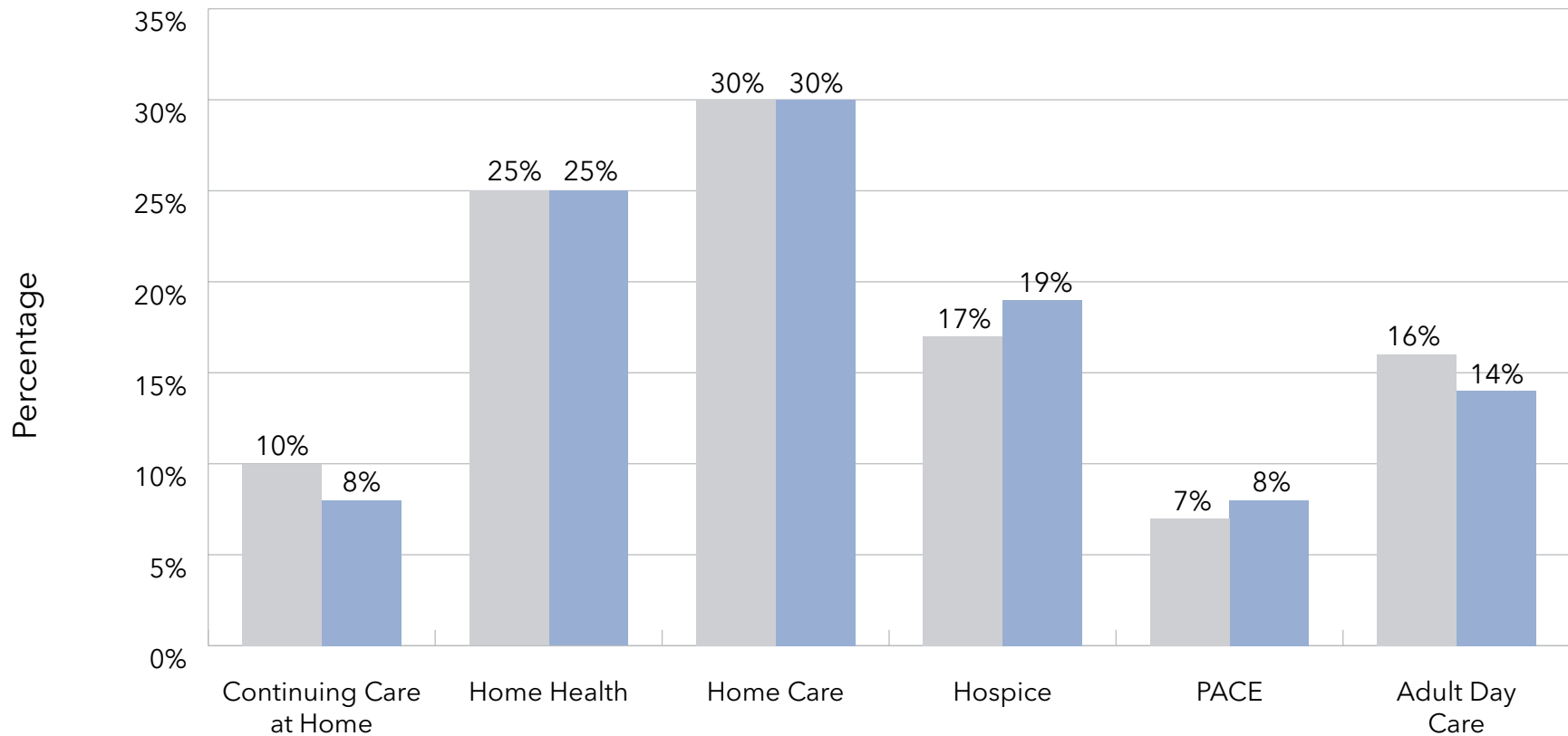
Organizational Characteristics: Home & Community-Based Services Percentage Offering HCBS to Non-Residents

Home and Community-Based Services (HCBS)

This year's survey gathered overall feedback on the percentage of providers offering home and community-based services, and specifically drilled down into Continuing Care at Home (CCaH), Program of All-Inclusive Care for the Elderly (PACE), and hospice services for individuals in the greater community. Overall, 42% of the LZ 200 organizations offer home and community-based services to non-residents. CCaH, a model that grew in popularity several years ago, is offered by nearly 10% of the LZ 200. Approximately eight percent (8%) have PACE programs, and hospice services are being provided by 19%.



Organizational Characteristics: Home & Community-Based Services Offering: PACE, CCaH, External Hospice & Other Home Care



KEY: 2021 2022

n = 137

Organizational Characteristics: Home & Community-Based Services HCBS Providers with \$10 Million+ in HCBS Revenue

2022 HCBS Annual Revenue Rank	System Name	State	HCBS Annual Revenue
1	Trinity Health Senior Communities	MI	>\$50 million
2	Presbyterian Villages of Michigan	MI	>\$50 million
3	St. Paul's Senior Services	CA	>\$50 million
4	Holland Home	MI	>\$50 million
5	Concordia Lutheran Ministries	PA	>\$50 million
6	UMRC and Porter Hills	MI	>\$50 million
7	Ohio Living	OH	\$25-\$50 Million
8	Masonicare	CT	\$25-\$50 Million
9	SpiriTrust Lutheran	PA	\$25-\$50 Million
10	Presbyterian Homes and Services	MN	\$25-\$50 Million
11	Knute Nelson	MN	\$10-\$24 million
12	Transforming Age	WA	\$10-\$24 million
13	Covenant Living Communities & Services	IL	\$10-\$24 million
14	EveryAge fka United Church Homes and Services	NC	\$10-\$24 million
15	Acts Retirement Services, Inc.	PA	\$10-\$24 million
16	WesleyLife	IA	\$10-\$24 million
17	Marquardt Village, Inc.	WI	\$10-\$24 million
18	Westminster-Canterbury on Chesapeake Bay	VA	\$10-\$24 million
19	Lutheran SeniorLife	PA	\$10-\$24 million
20	Hebrew SeniorLife	MA	\$10-\$24 million
21	Community First Solutions	OH	\$10-\$24 million
22	Providence Life Services	IL	\$10-\$24 million
23	Wesley Homes	WA	\$10-\$24 million
24	Lutheran Homes of South Carolina, Inc.	SC	\$10-\$24 million
25	The Moorings, Incorporated	FL	<\$10 million

n = 85

Reflects revenues for those who provided their information.

Organizational Characteristics: Home & Community-Based Services HCBS Providers with \$10 Million+ in HCBS Revenue

2022 HCBS Annual Revenue Rank	System Name	State	HCBS Annual Revenue
26	Springpoint Senior Living	NJ	<\$10 million
27	Lutheran Senior Services	MO	<\$10 million
28	Masonic Villages of the Grand Lodge of Pennsylvania	PA	<\$10 million
29	BHI Senior Living, Inc.	IN	<\$10 million
30	Presbyterian SeniorCare Network	PA	<\$10 million
31	Otterbein SeniorLife	OH	<\$10 million
32	Redstone Presbyterian SeniorCare	PA	<\$10 million
33	Bethesda Health Group, Inc.	MO	<\$10 million
34	The Kendal Corporation	PA	<\$10 million
35	Bethesda	MN	<\$10 million
36	Friendship Villages of St. Louis	MO	<\$10 million
37	Legacy Lifecare fka Chelsea Jewish Lifecare	MA	<\$10 million
38	Willow Valley Communities	PA	<\$10 million
39	Goodwin House Incorporated	VA	<\$10 million
40	Sequoia Living, Inc.	CA	<\$10 million
41	HumanGood	CA	<\$10 million
42	St. Ann's Home for the Aged	NY	<\$10 million
43	Christian Living Communities	CO	<\$10 million
44	Baptist Village Communities	OK	<\$10 million
45	Eskaton	CA	<\$10 million
46	Walker Methodist	MN	<\$10 million
47	Asbury Communities, Inc.	MD	<\$10 million
48	Christian Care Communities & Services	TX	<\$10 million
49	United Methodist Communities	NJ	<\$10 million
50	Benevolent Corporation Cedar Community	WI	<\$10 million

n = 85

Reflects revenues for those who provided their information.

Organizational Characteristics: Home & Community-Based Services HCBS Providers with \$10 Million+ in HCBS Revenue

2022 HCBS Annual Revenue Rank	System Name	State	HCBS Annual Revenue
51	Presbyterian Manors of Mid America	KS	<\$10 million
52	Parker Health Group	NJ	<\$10 million
53	St. Andrew's Resources for Seniors System	MO	<\$10 million
54	Ingleside	MD	<\$10 million
55	Samaritas	MI	<\$10 million
56	Messiah Lifeways	PA	<\$10 million
57	Morningside Ministries	TX	<\$10 million
58	Landis Communities	PA	<\$10 million
59	Masonic Homes Kentucky	KY	<\$10 million
60	Episcopal SeniorLife Communities	NY	<\$10 million
61	Methodist Retirement Communities	TX	<\$10 million
62	Eliza Jennings Senior Care Network	OH	<\$10 million
63	National Lutheran Communities and Services	MD	<\$10 million
64	Presbyterian Senior Living	PA	<\$10 million
65	Sunnyside Communities	VA	<\$10 million
66	Menno Haven, Inc.	PA	<\$10 million
67	Lutheran Services Carolinas	NC	<\$10 million
68	Allegheny Lutheran Social Ministries	PA	<\$10 million
69	Christian Care Companies	AZ	<\$10 million
70	Liberty Lutheran Services	PA	<\$10 million
71	United Methodist Homes	NY	<\$10 million
72	LifeSpire of Virginia	VA	<\$10 million
73	Greencroft Communities	IN	<\$10 million
74	Baptist Senior Family aka Baptist Homes Society	PA	<\$10 million
75	St. John's United	MT	<\$10 million

n = 85

Reflects revenues for those who provided their information.

Organizational Characteristics: Home & Community-Based Services HCBS Providers with \$10 Million+ in HCBS Revenue

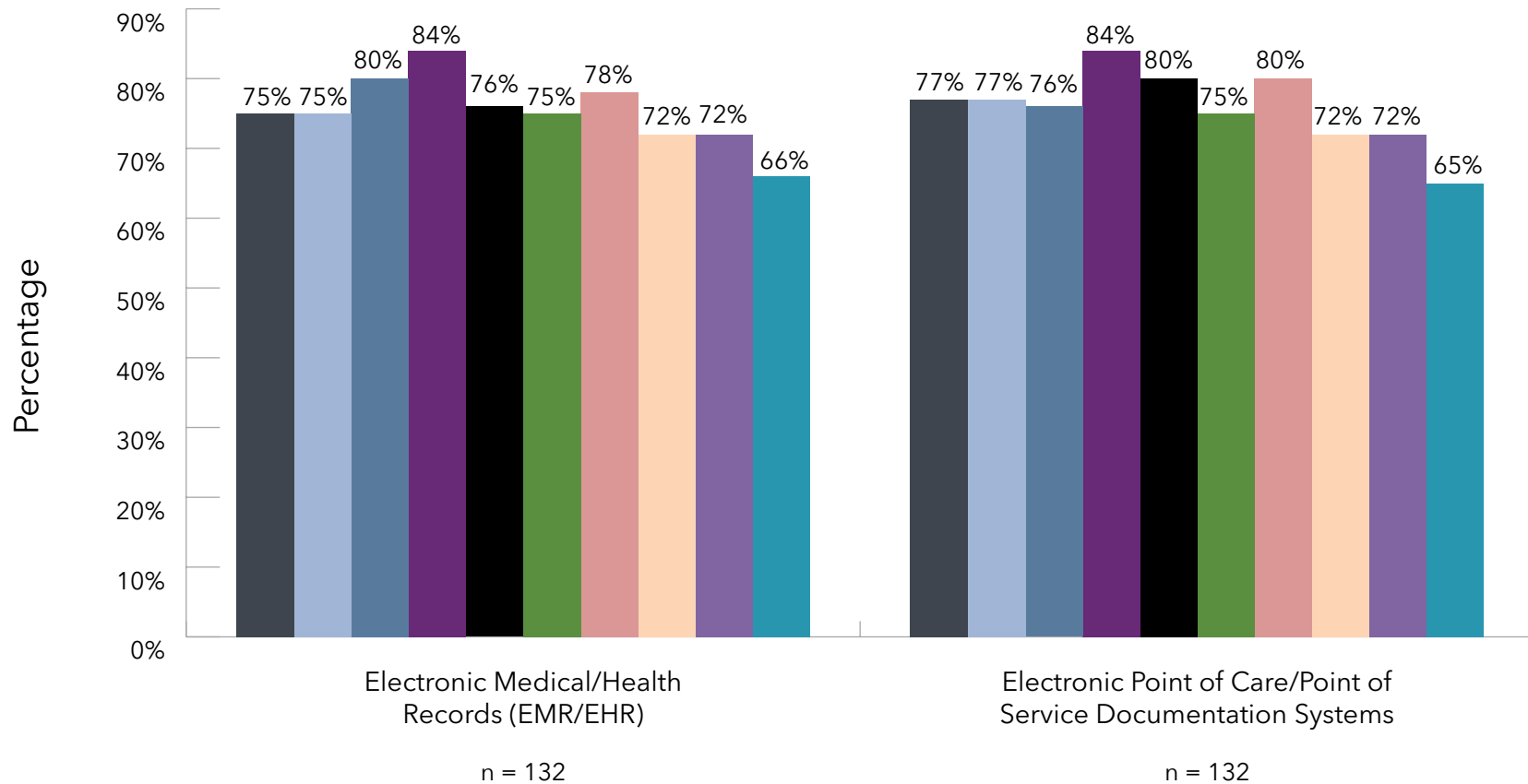
2022 HCBS Annual Revenue Rank	System Name	State	HCBS Annual Revenue
76	Bethany St. Joseph Corporation	WI	<\$10 million
77	Garden Spot Communities	PA	<\$10 million
78	Lutheran Life Villages	IN	<\$10 million
79	United Church Homes, Inc.	OH	<\$10 million
80	Christian Care Communities	KY	<\$10 million
81	Buckner Retirement Services, Inc.	TX	<\$10 million
82	Life Enriching Communities	OH	<\$10 million
83	Western Home Services	IA	<\$10 million
84	Sunset Senior Communities	MI	<\$10 million
85	The Lutheran Home and Harwood Place	WI	<\$10 million

n = 85

Reflects revenues for those who provided their information.

Organizational Characteristics: Technology Adoption

Percentage of Communities/Operations Using Electronic Documentation Technologies



KEY:

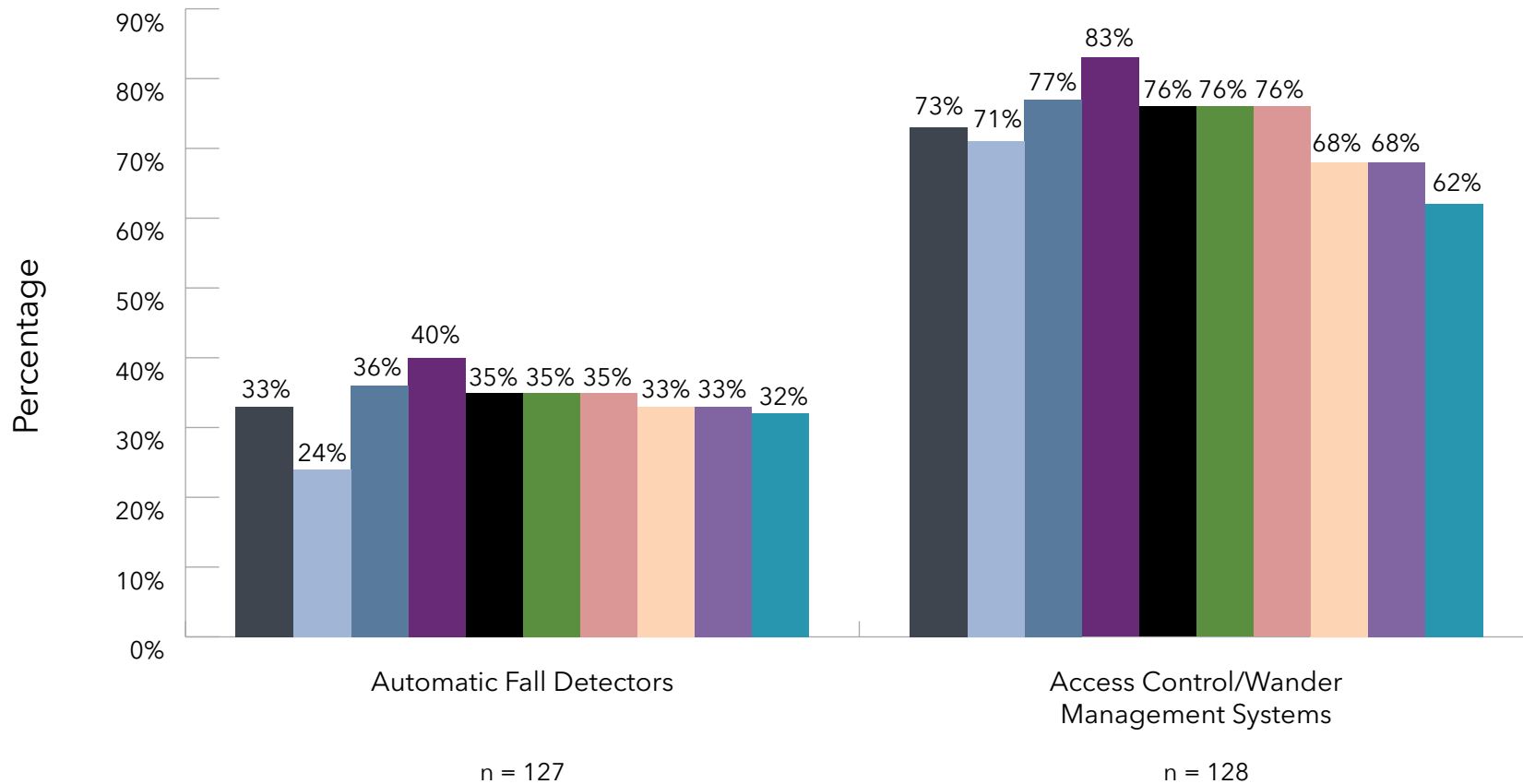
- 2013
- 2014*
- 2015*
- 2016*
- 2017*
- 2018**
- 2019**
- 2020**
- 2021**
- 2022**

* LZ 100 increased to LZ 150 with 2014 report

** LZ 150 increased to LZ 200 in with 2018 report

Organizational Characteristics: Technology Adoption

Percentage Communities/Operations Using Safety Monitoring Technologies



KEY:

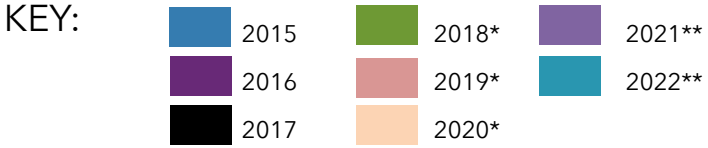
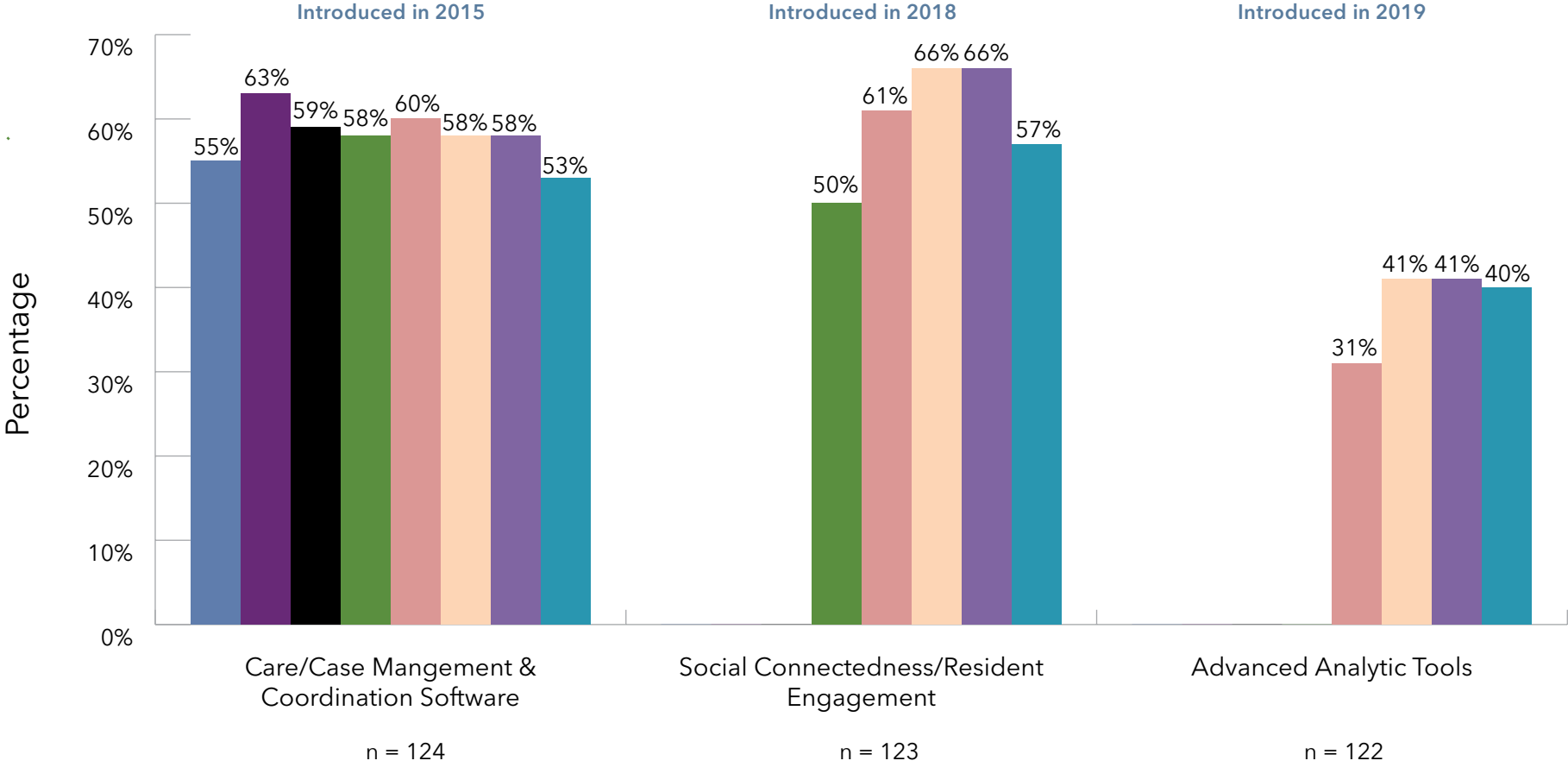
- 2013
- 2014*
- 2015*
- 2016*
- 2017*
- 2018**
- 2019**
- 2020**
- 2021**
- 2022**

* LZ 100 increased to LZ 150 with 2014 report

** LZ 150 increased to LZ 200 in with 2018 report

Organizational Characteristics: Technology Adoption

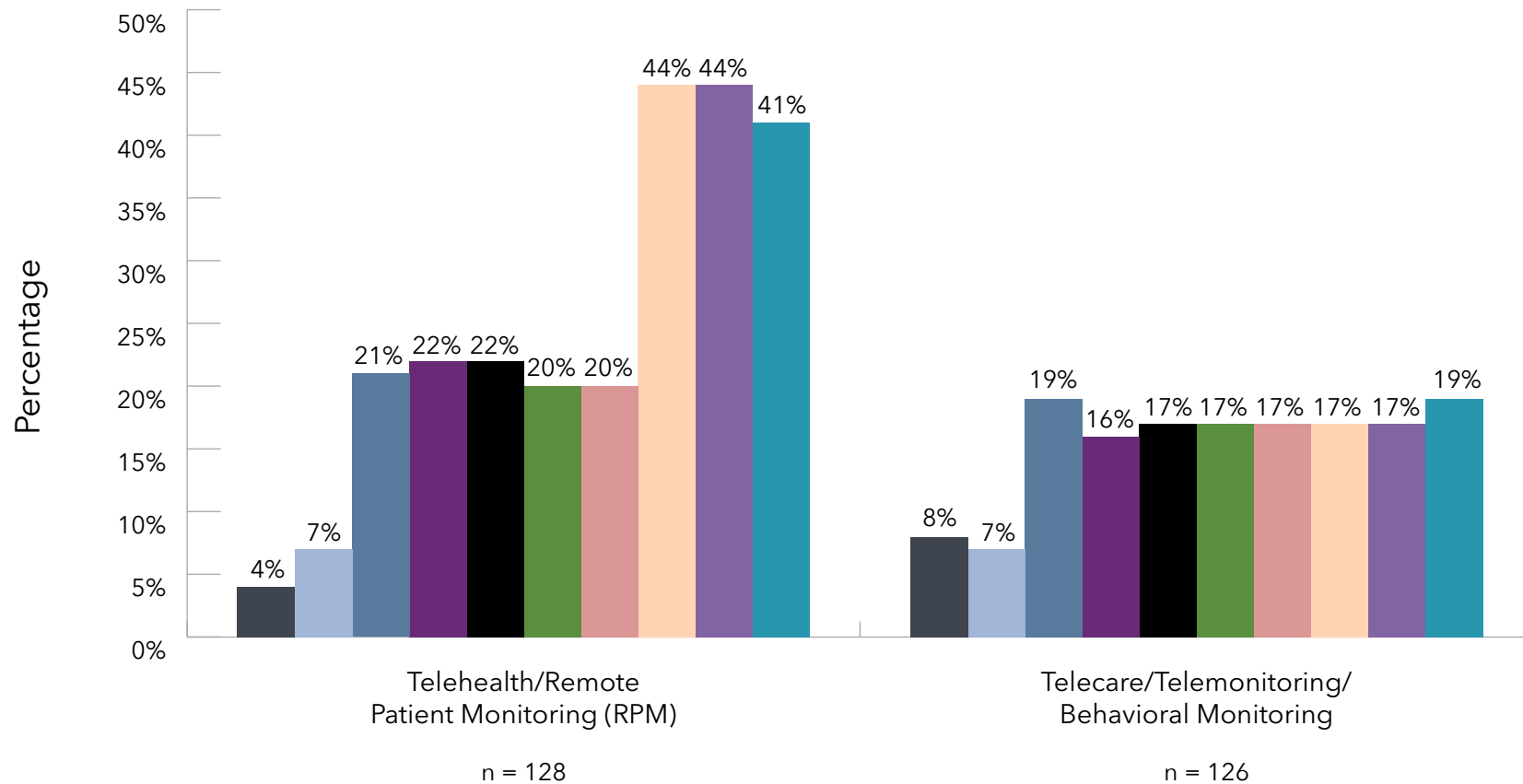
Percentage of Coordination Software & Resident Engagement Technologies



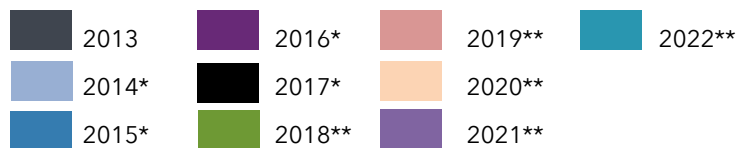
** LZ 150 increased to LZ 200 in with 2018 report

Organizational Characteristics: Technology Adoption

Percentage of Communities/Operations Using Health & Wellness Monitoring Technologies



KEY:

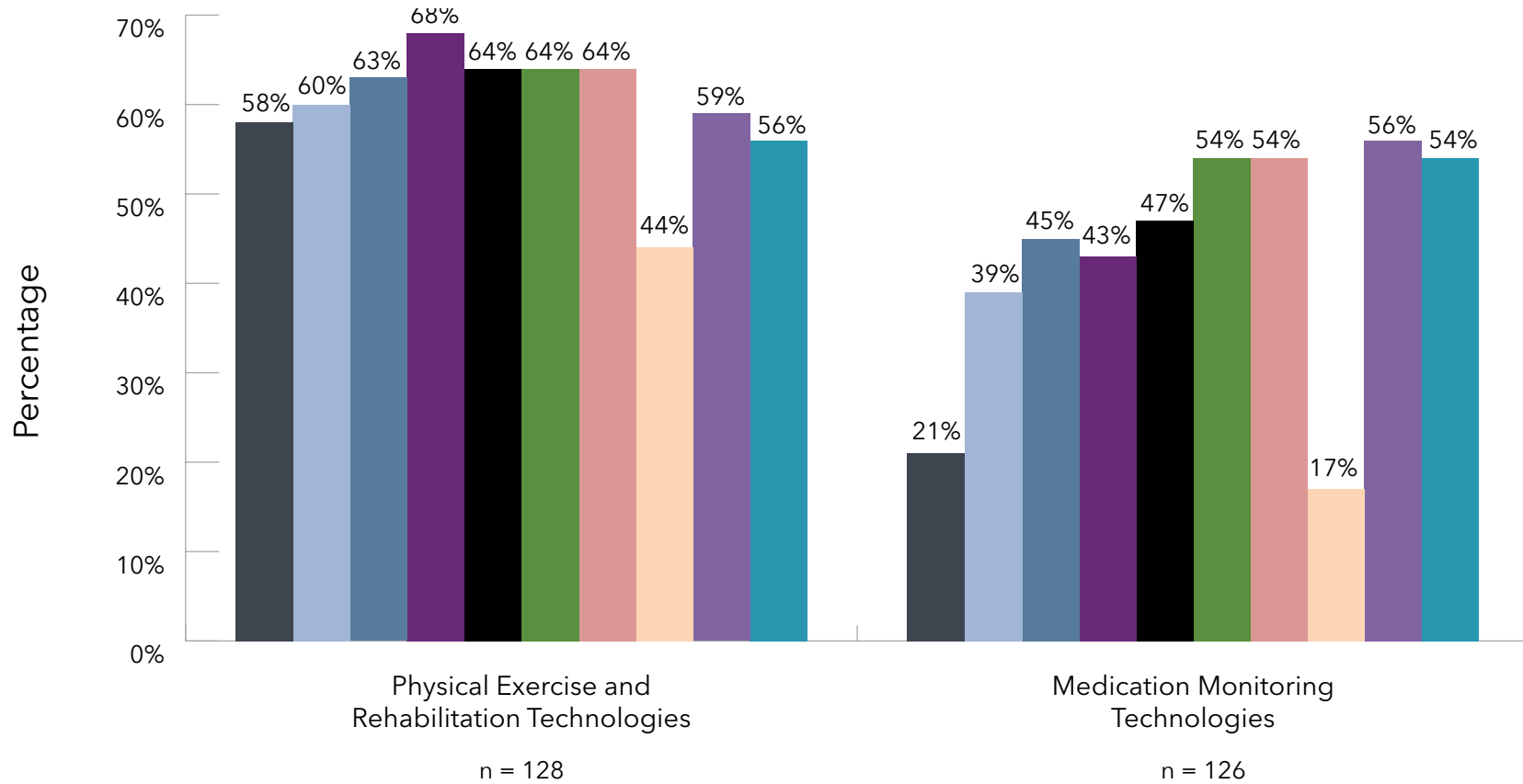


* LZ 100 increased to LZ 150 with 2014 report

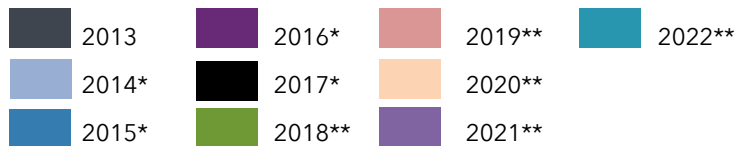
** LZ 150 increased to LZ 200 in with 2018 report

Organizational Characteristics: Technology Adoption

Percentage of Communities/Operations Using Health & Wellness Monitoring Technologies



KEY:

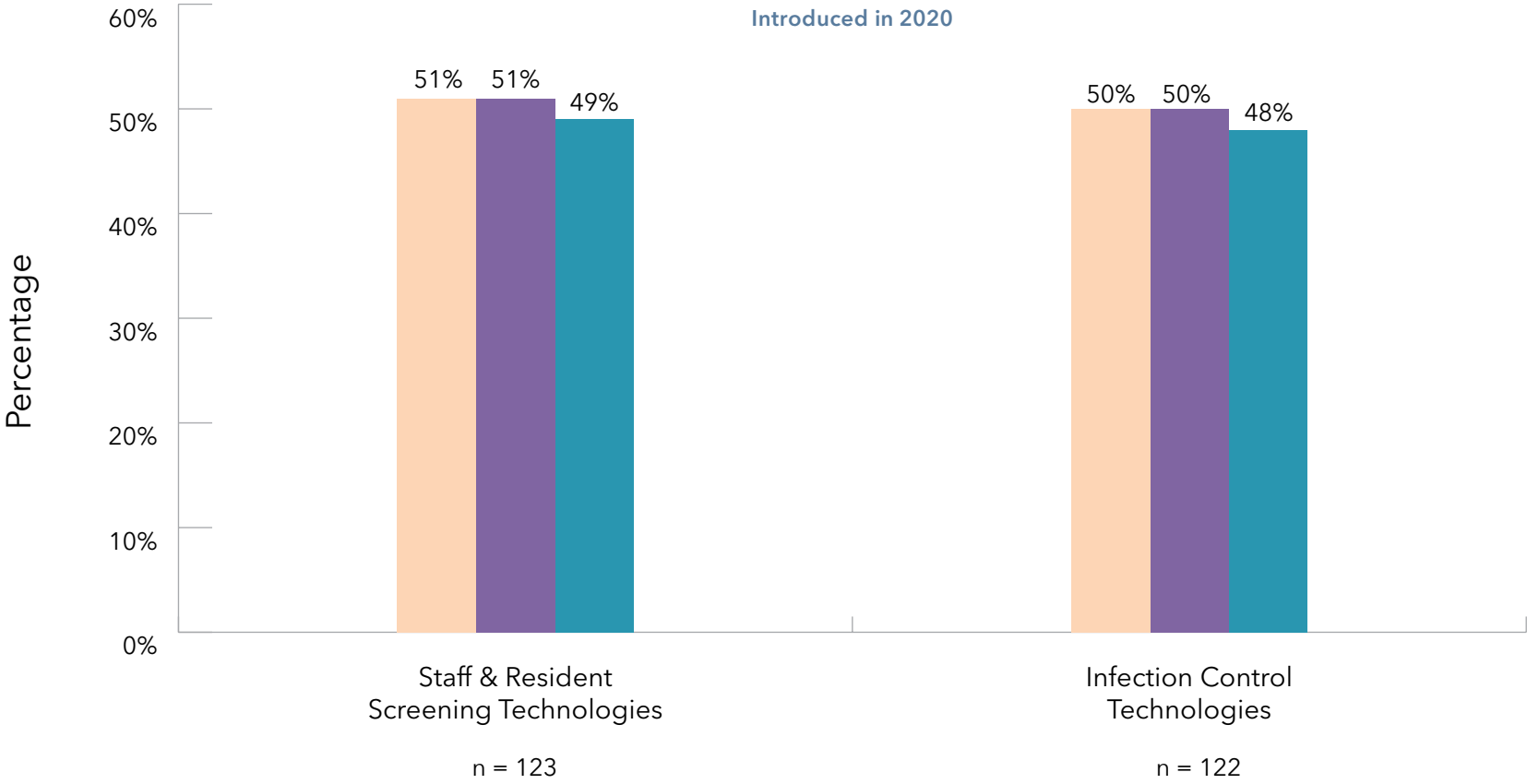


* LZ 100 increased to LZ 150 with 2014 report

** LZ 150 increased to LZ 200 in with 2018 report

Organizational Characteristics: Technology Adoption

Percentage of Communities/Operations Using Staff & Resident Screening and Infection Control Technologies



Organizational Characteristics: Technology Adoption

Type of EMR/EHR Technology

Type of EMR/EHR Technology	
Most Mentions	# of Mentions
PointClickCare	63
MatrixCare	36
Netsmart/MyUnity	30
American Data	3
Eldermark	2
American HealthTech	1
Other	21

n = 125

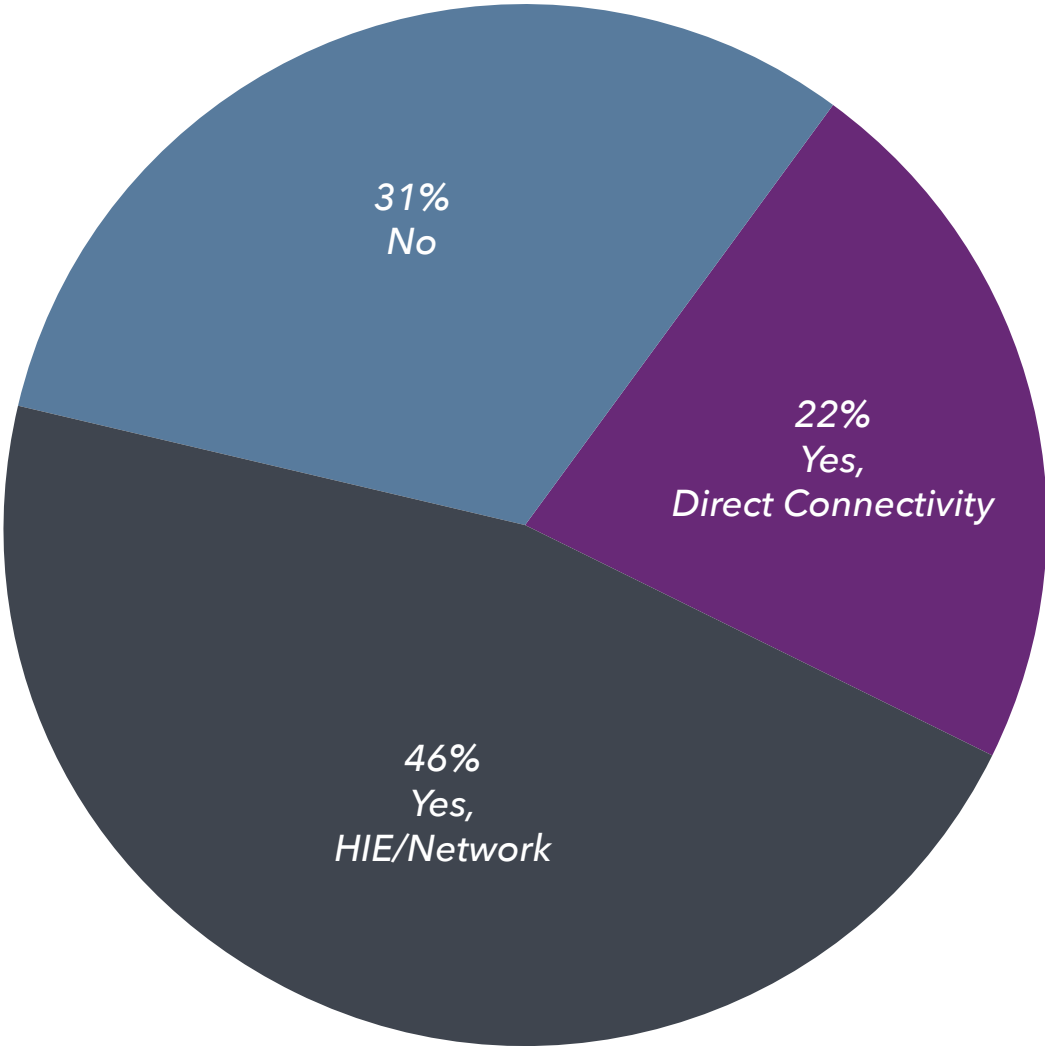
125 responses, but multiple mentions

Technology

Beginning with the 2013 LZ 100, information was gathered regarding the adoption of various aging-related technologies. The technology findings are integrated into section 4-19. The majority of LZ 200 organizations, 62% respectively, reported adopting Access Control/Wander Management Systems. Additional detailed findings are reported throughout that section. Data was once again gathered this year for single-site organizations. Chapter 6 reveals the proportion of those organizations who have adopted various technologies.

Organizational Characteristics: Technology Adoption

Health Information Exchange



n = 143

Organizational Characteristics: Technology Adoption

Type of Physical Robot

Adoption of Physical Robots by Type	
Most Mentions	# of Mentions
Bear Robotics Inc.	5
Servi	5
Lytbot	1
Microsoft Dynamics 365	1
Power Automate	1
Roomba (Commercial Grade)	1
Rosie Robotic Server	1
Staff Augmentation Robotic Assistant	1
Temi	1
Vigorous Minds	1

n = 15

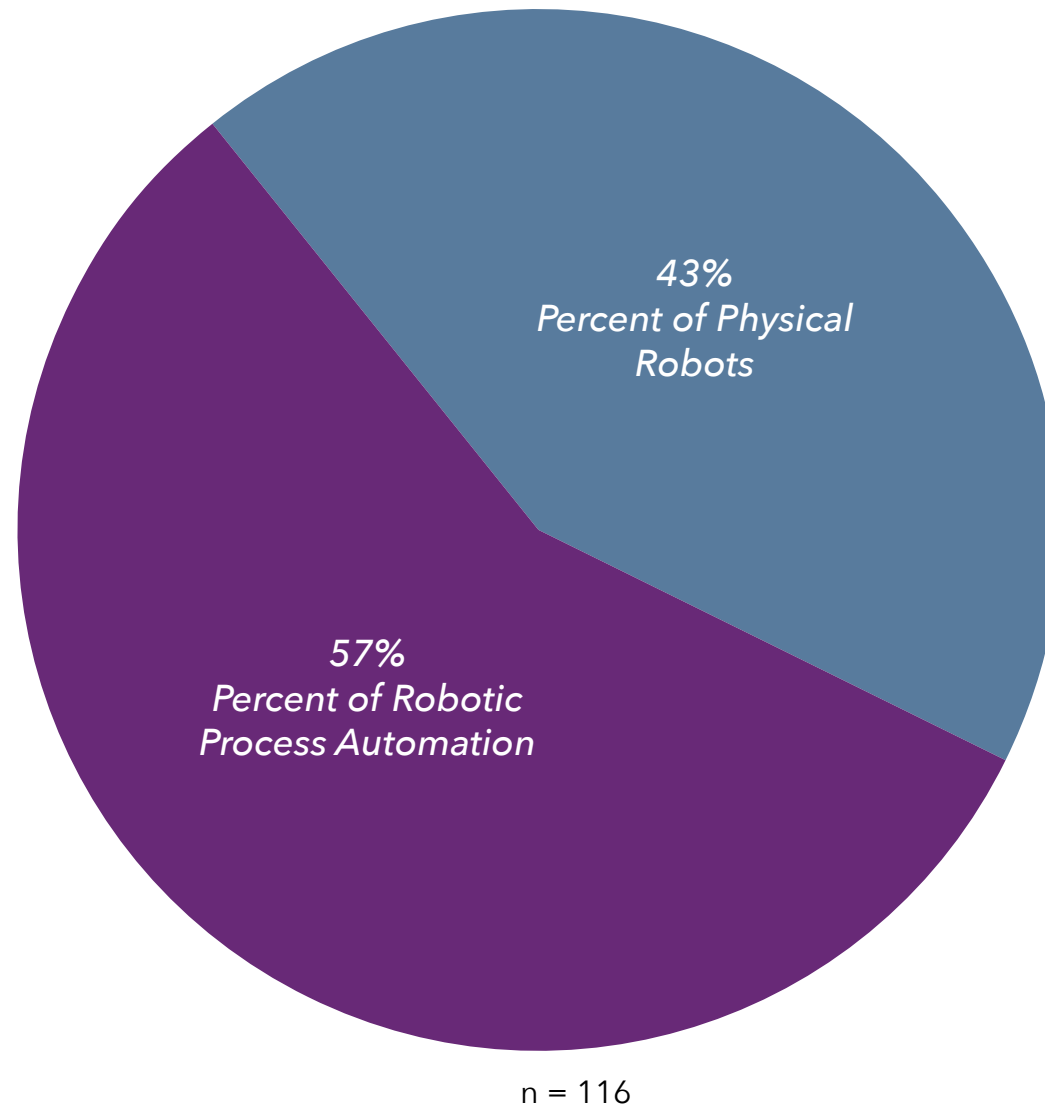
15 responses, but multiple mentions

Robotic Technology

Adoption of robotic solutions utilized in community operations.

Organizational Characteristics: Technology Adoption

Robotic Technology

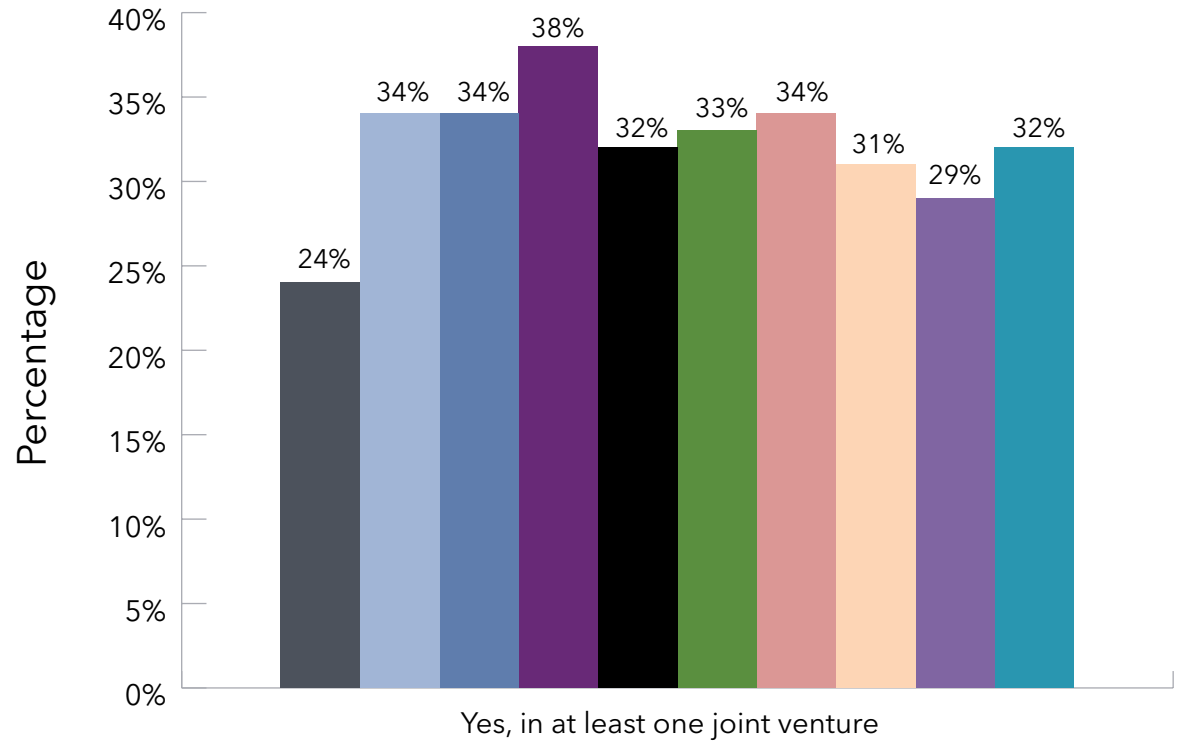


Organizational Characteristics: Joint Ventures

Percentage Engaged in a Joint Venture

Joint Ventures

In-line with trending around partnerships and collaboration, the publication explores the number of LZ 200 organizations that are engaged in joint ventures. Slightly more than one-third of the LZ 200 organizations reported being in a joint venture, most commonly, with another not-for-profit organization, a hospital/health system or a home health/home care agency.



KEY:

- 2013
- 2014*
- 2015*
- 2016*
- 2017*
- 2018**
- 2019**
- 2020**
- 2021**
- 2022*

* LZ 100 increased to LZ 150 with 2014 report
 ** LZ 150 increased to LZ 200 in with 2018 report

n = 64

Organizational Characteristics: Joint Ventures

Type of Joint Venture

Type of Joint Venture	
Most Mentions	# of Mentions
Another NFP Senior Living Provider	56
Home Health/Home Care	27
Hospital/Health System/Mobile Medical	25
Physician's Group	19
Rehabilitation/Therapy	19
HUD/Affordable Housing	17
Hospice	17
Case Management	9
PACE	6
Church/University	5

n = 64

64 responses, but multiple mentions

Chapter 5

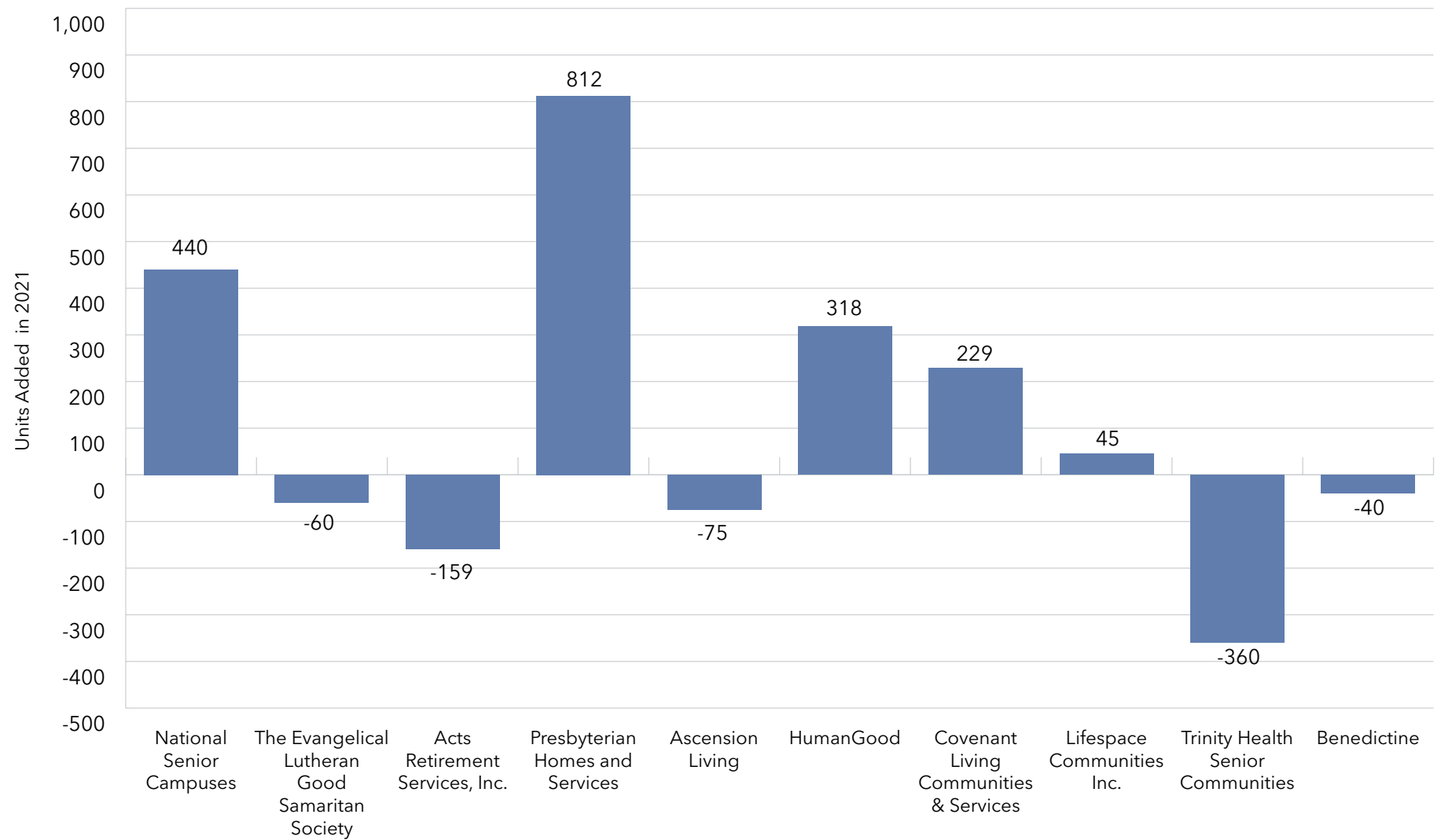
Growth and Change

This section is focused on the ways the LZ 200 have grown and changed throughout their histories. The prior three year's Largest 10 providers included three new multi-sites: Benedictine, Ascension Living, and Trinity Senior Living Communities. Due to incomplete data for these organizations to the new list, the historical pace of growth charts were excluded from this year's publication.



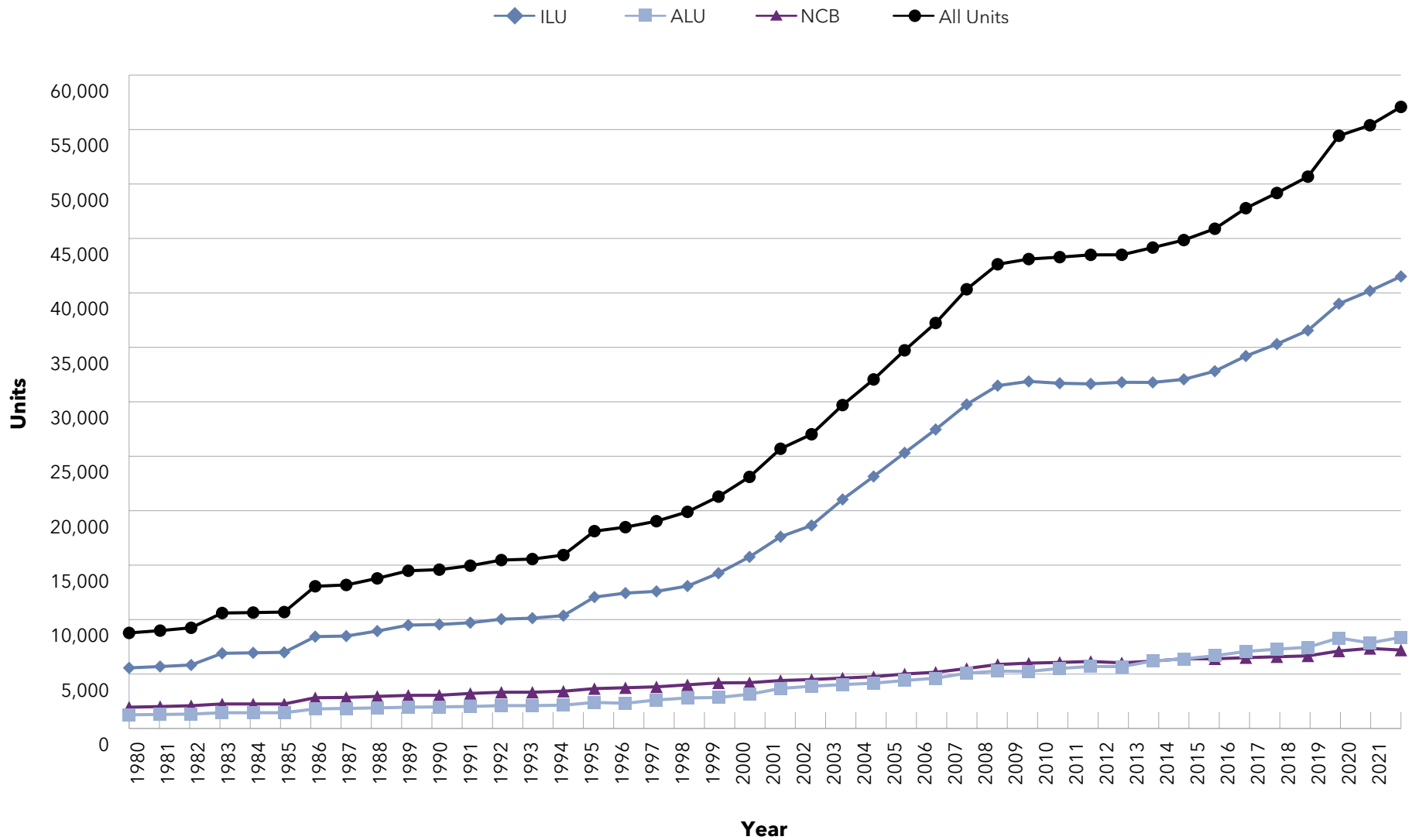


Growth: Growth of Largest 10 Systems

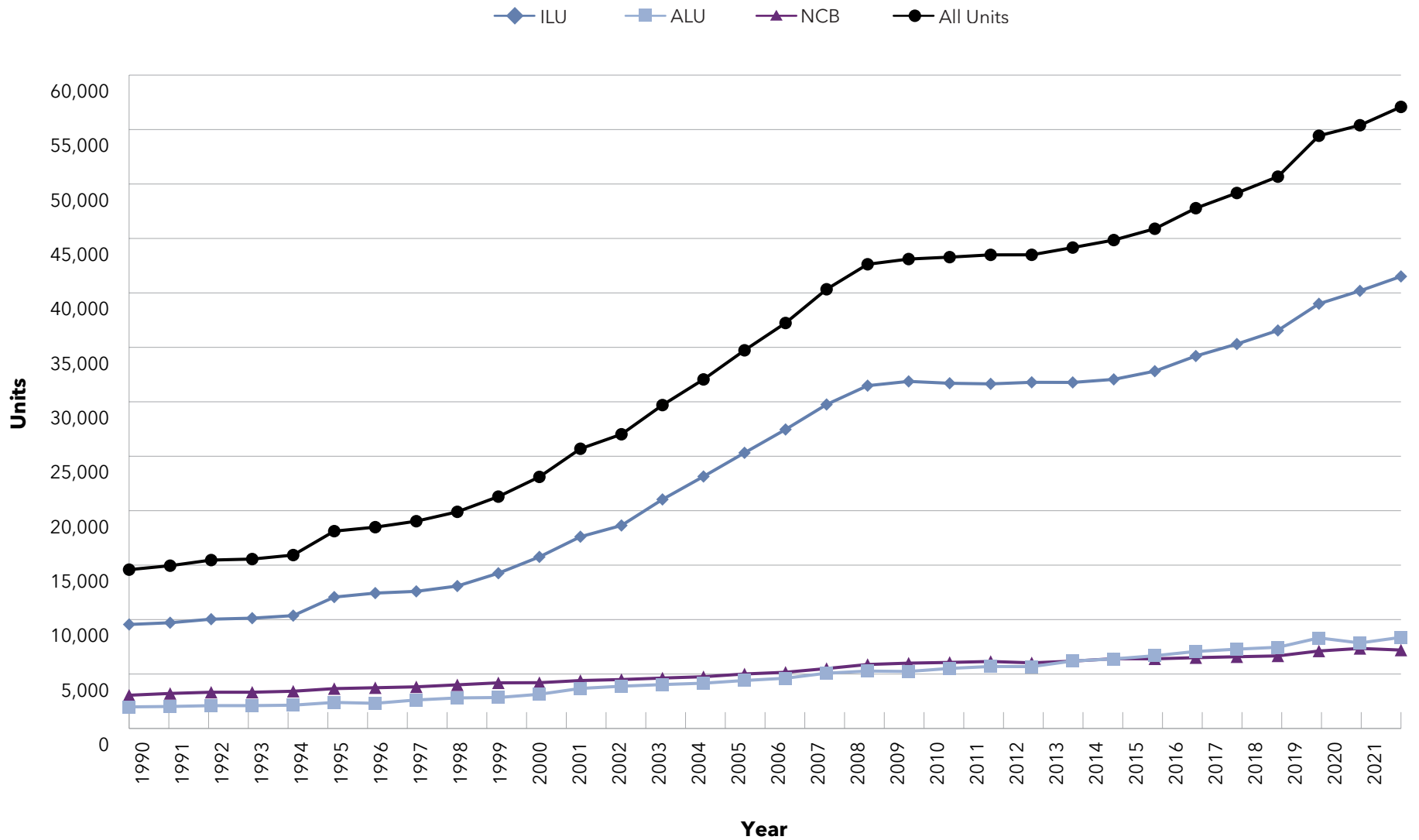


Growth: Growth of Largest 10 Systems, Combined Unit Mix From 1980

(Excludes Evangelical Lutheran Good Samaritan Society, Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)

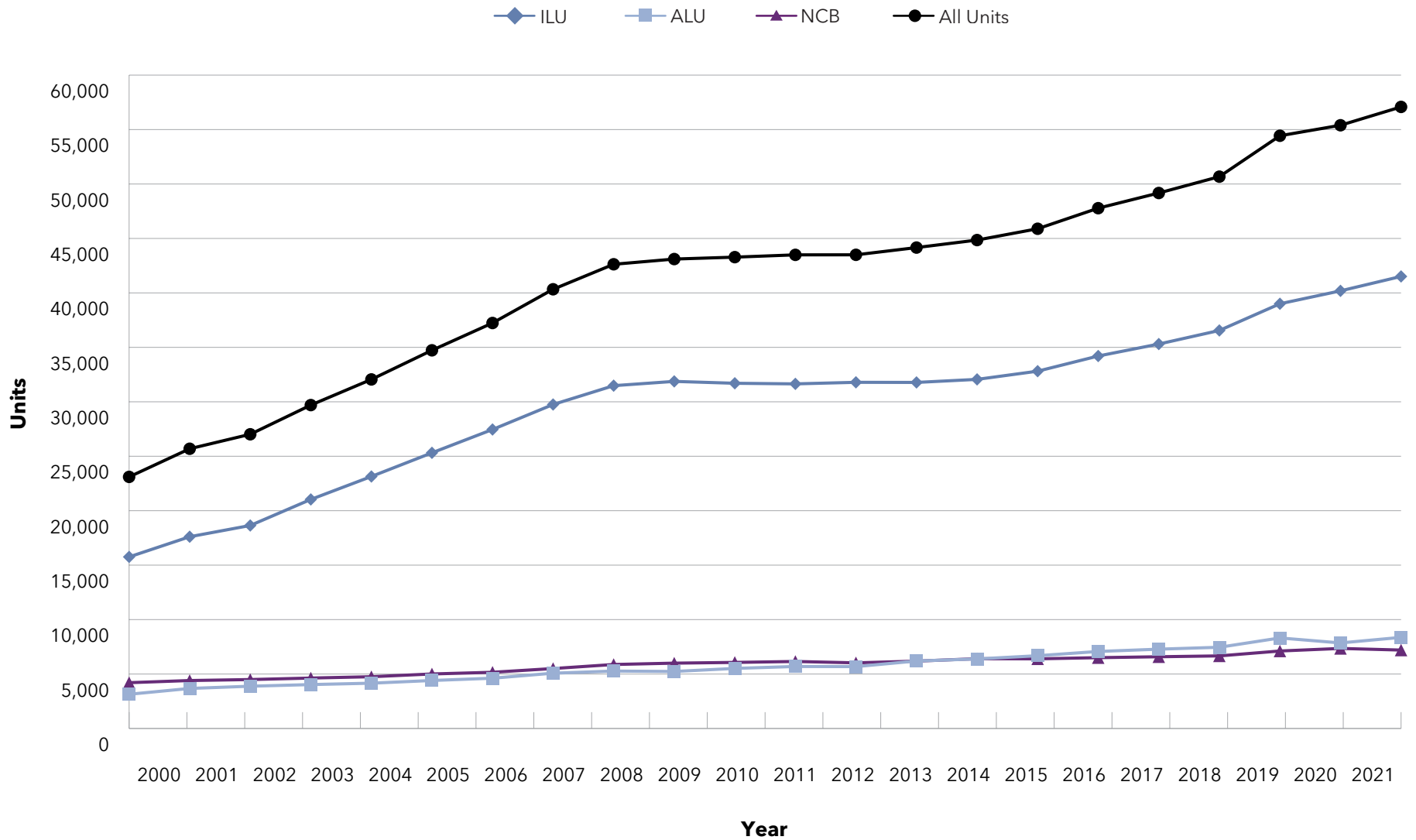


Growth: Growth of Largest 10 Systems, Combined Unit Mix From 1990 *(Excludes Evangelical Lutheran Good Samaritan Society, Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)*

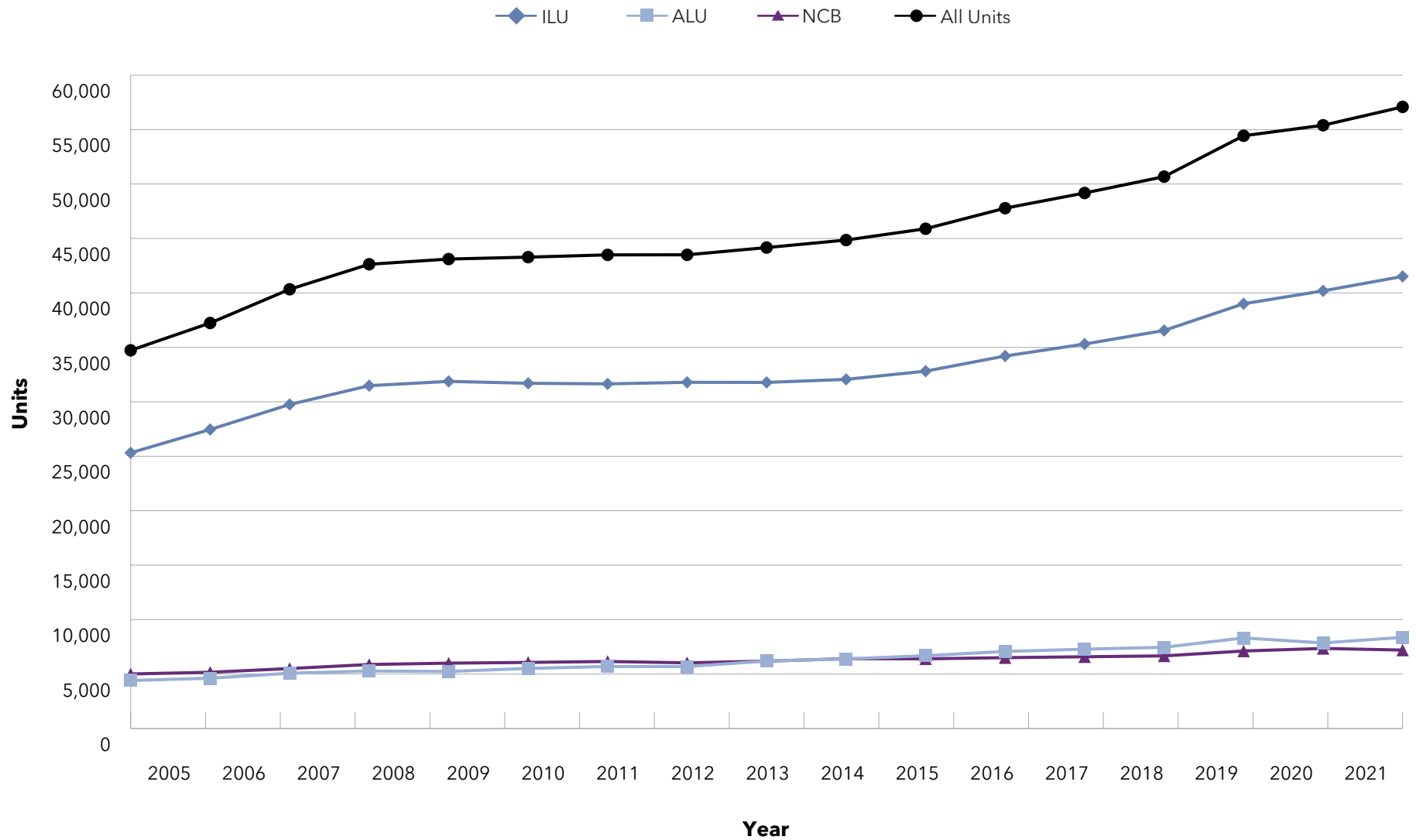


Growth: Growth of Largest 10 Systems, Combined Unit Mix From 2000

(Excludes Evangelical Lutheran Good Samaritan Society, Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)

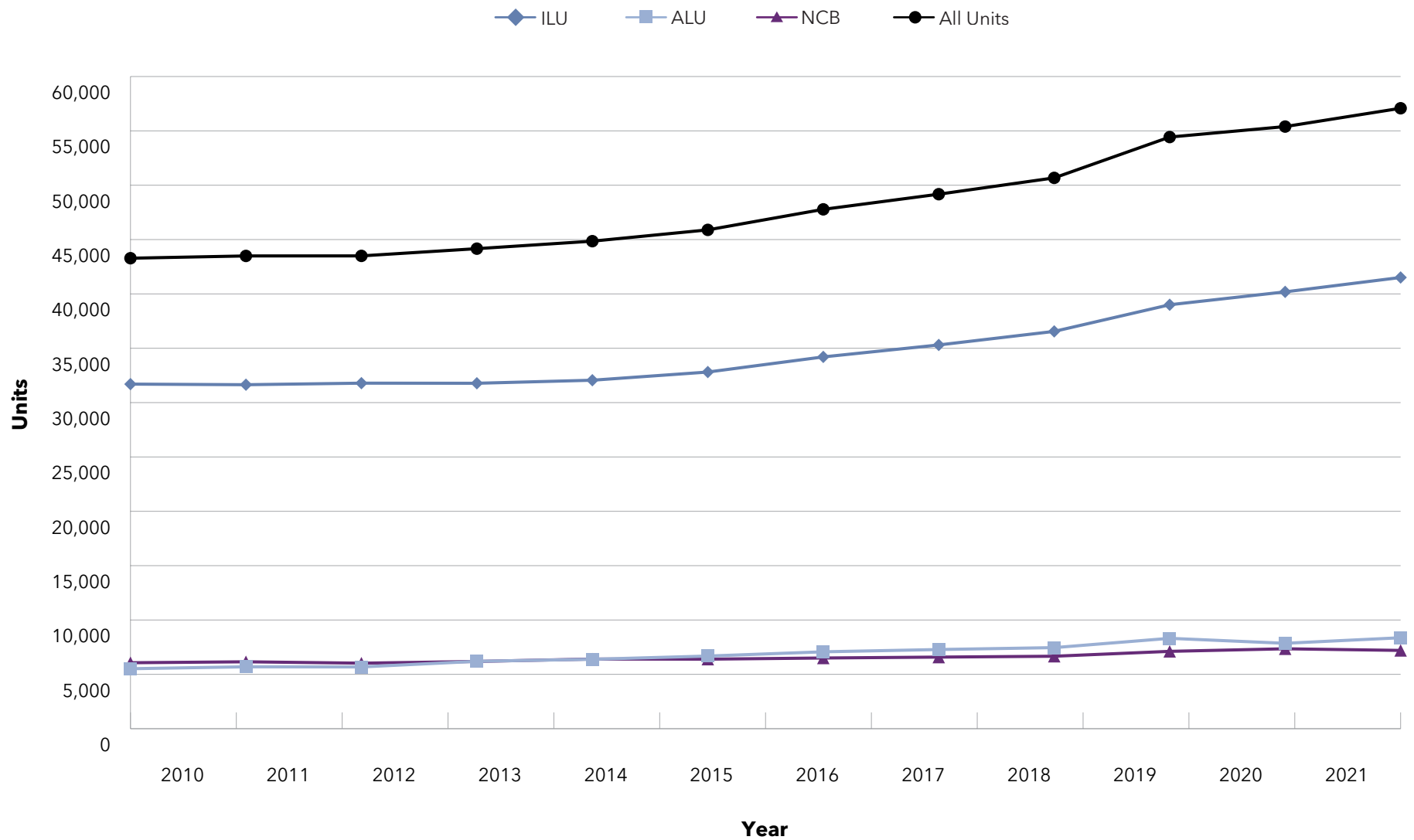


Growth: Growth of Largest 10 Systems, Combined Unit Mix From 2005 (Excludes Evangelical Lutheran Good Samaritan Society, Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)

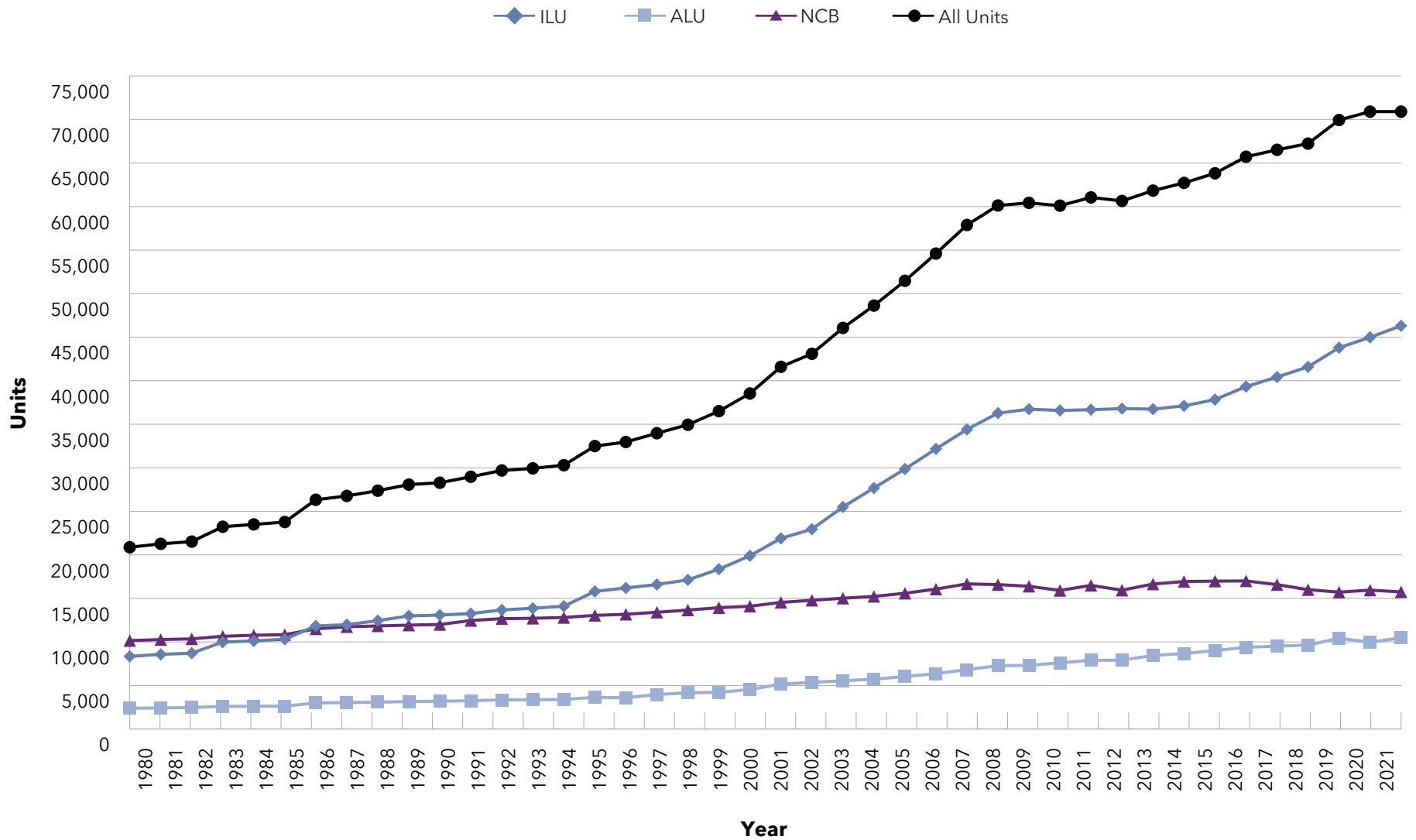


Growth: Growth of Largest 10 Systems, Combined Unit Mix From 2010

(Excludes Evangelical Lutheran Good Samaritan Society, Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)

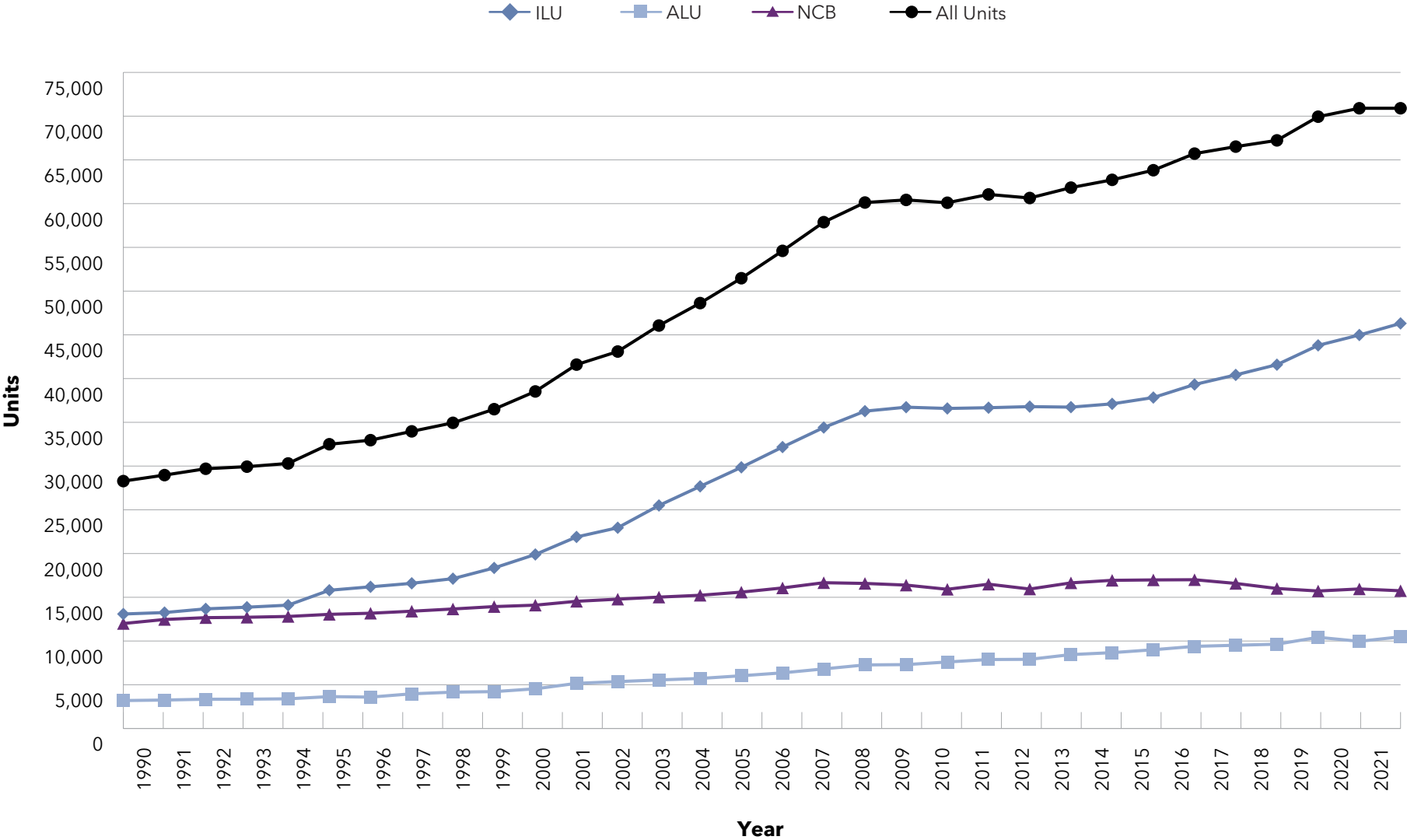


Growth: Growth of Largest 10 Systems, Combined Unit Mix From 1980 (Excludes Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)



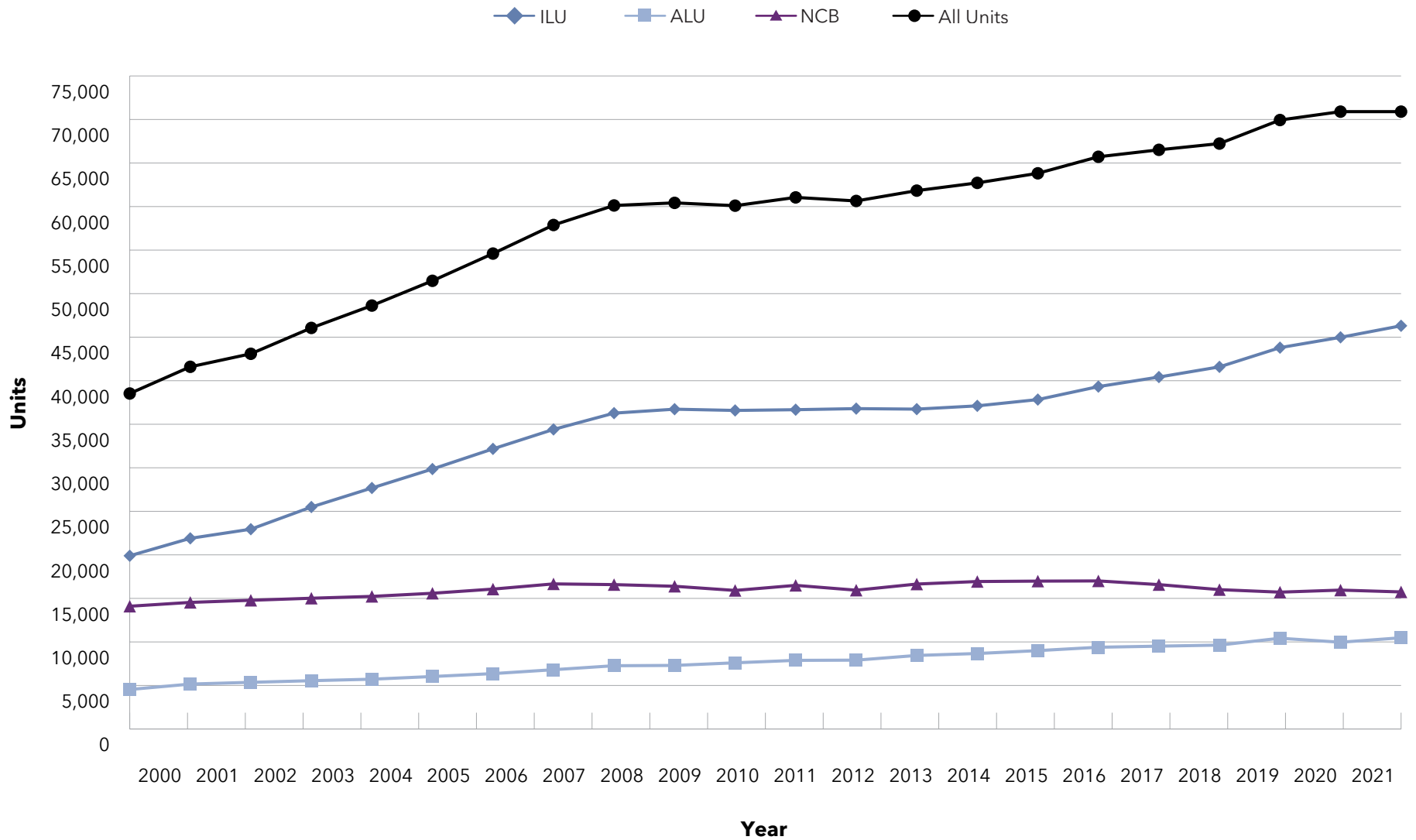
Growth: Growth of Largest 10 Systems, Combined Unit Mix From 1990

Excludes Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)

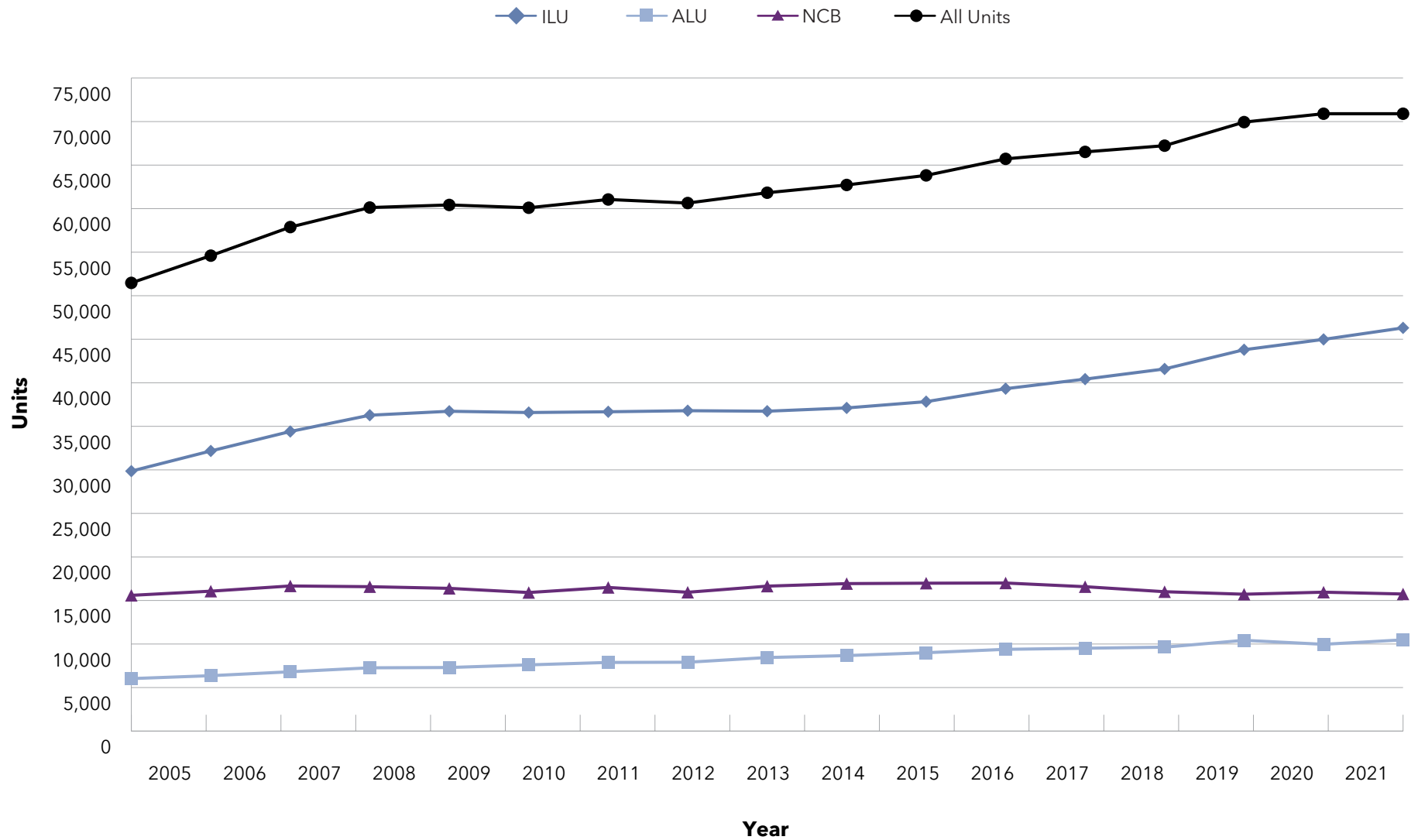


Growth: Growth of Largest 10 Systems, Combined Unit Mix From 2000

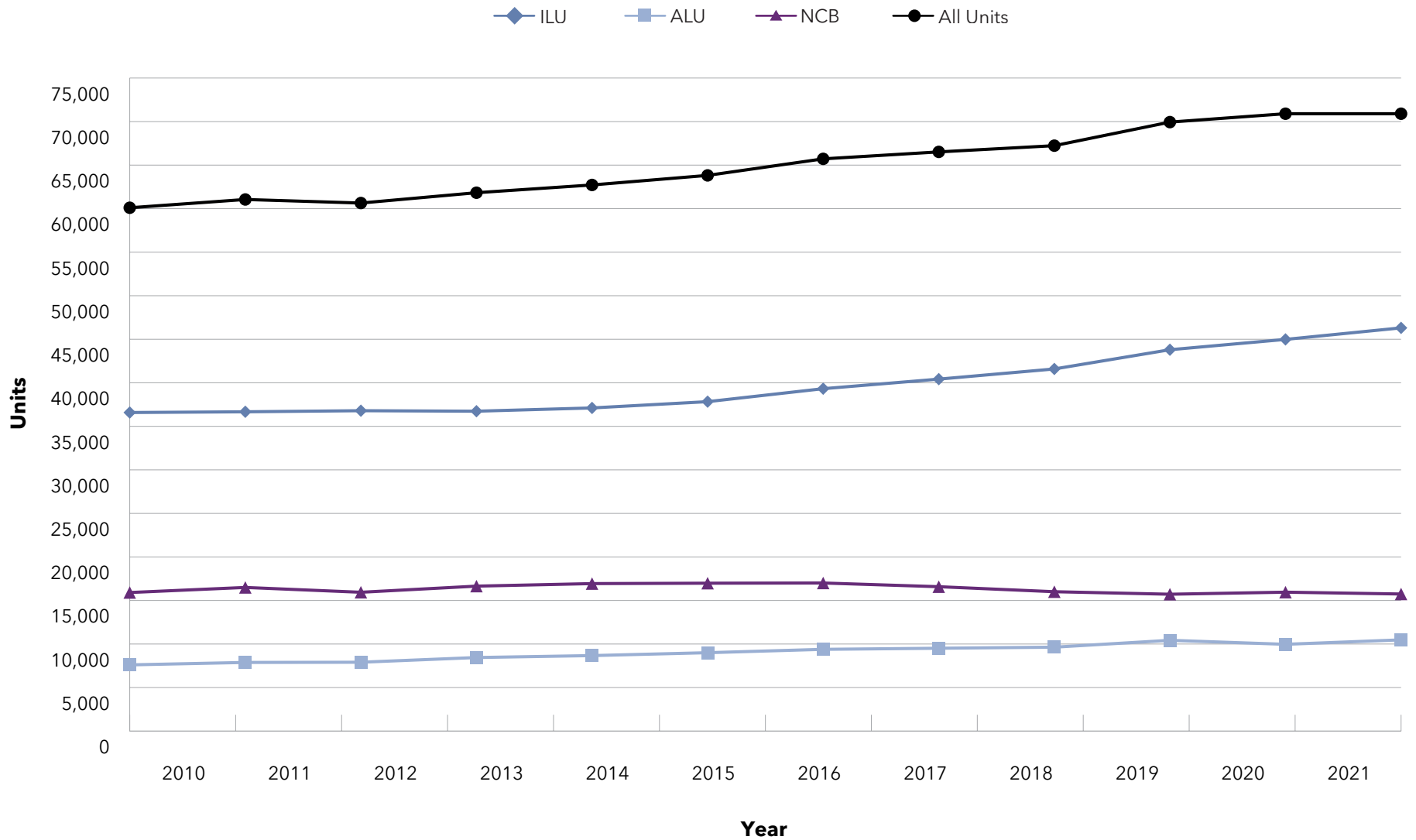
(Excludes Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)



Growth: Growth of Largest 10 Systems, Combined Unit Mix From 2005 (Excludes Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)



Growth: Growth of Largest 10 Systems, Combined Unit Mix From 2010 (Excludes Trinity Health Senior Communities, Ascension Senior Living, Benedictine Health System)



Pace of Growth: The Largest 25 Systems

Pace of Growth charts (Charts 5-2a-t) trace the growth patterns of 20 of the 25 largest multi-sites in the LZ 200. Each significant point of growth in a multi-site's history is marked and explained on the chart. Five of the largest 25 organizations of the LZ 200 were excluded because of insufficient historical detail: The Evangelical Lutheran Good Samaritan Society (LZ 200 #2), Ascension Living (LZ 200 #5), Trinity Health Senior Communities (LZ 200 #9), Benedictine Health (LZ 200 #10), and The Carmelite System (LZ 200 #23). The Pace of Growth charts show the different methods of change the systems are

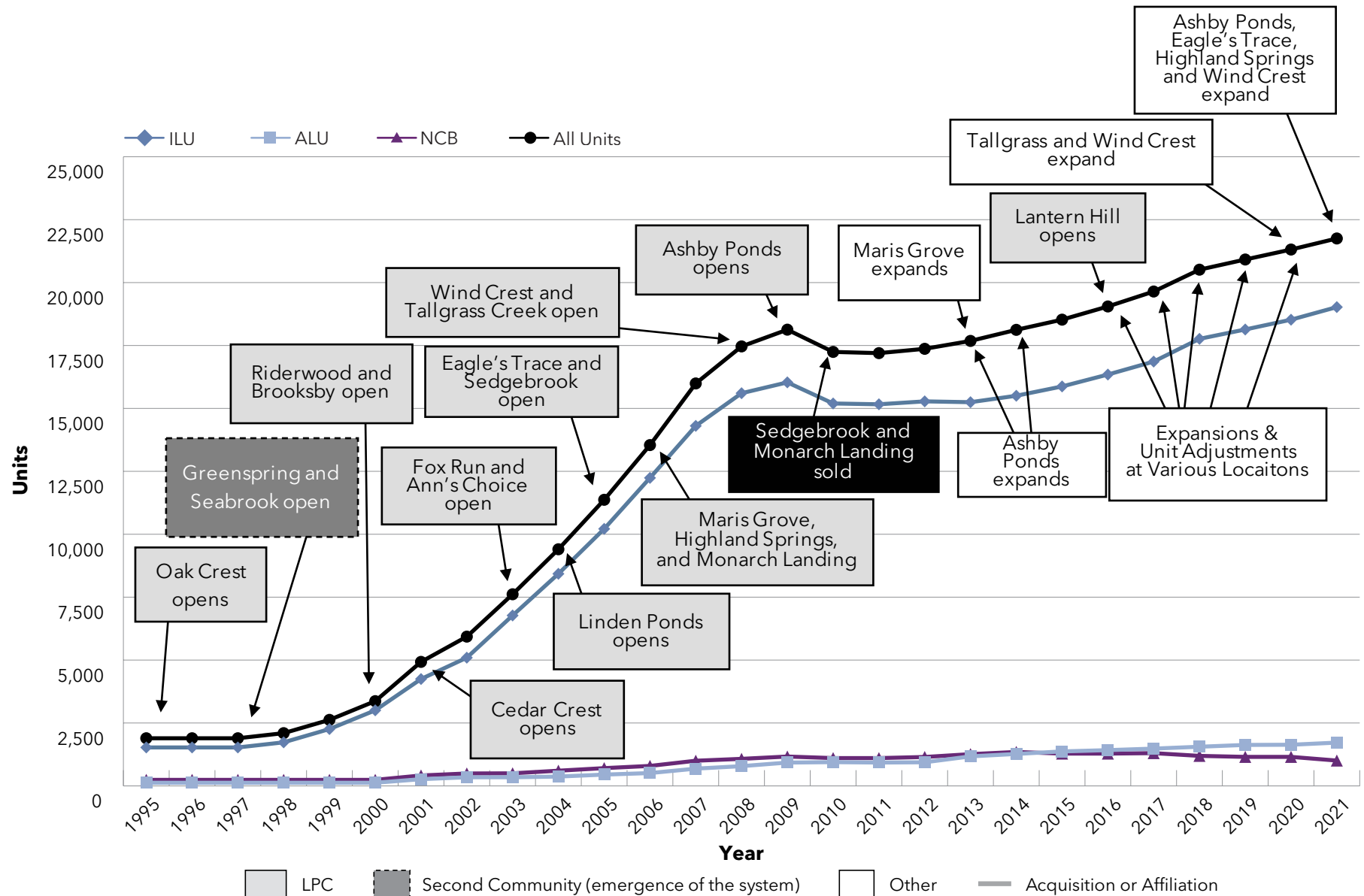
employing. Significant new community construction and expansions are noted, with the addition of the second community highlighted in a dashed box. Mergers and acquisitions (gray-framed box) and dispositions (bold black box) are also highlighted.

We encourage readers to study each of the Pace of Growth charts, comparing not only the differing pace by which these organizations have grown and changed, but the methods by which these changes have occurred.



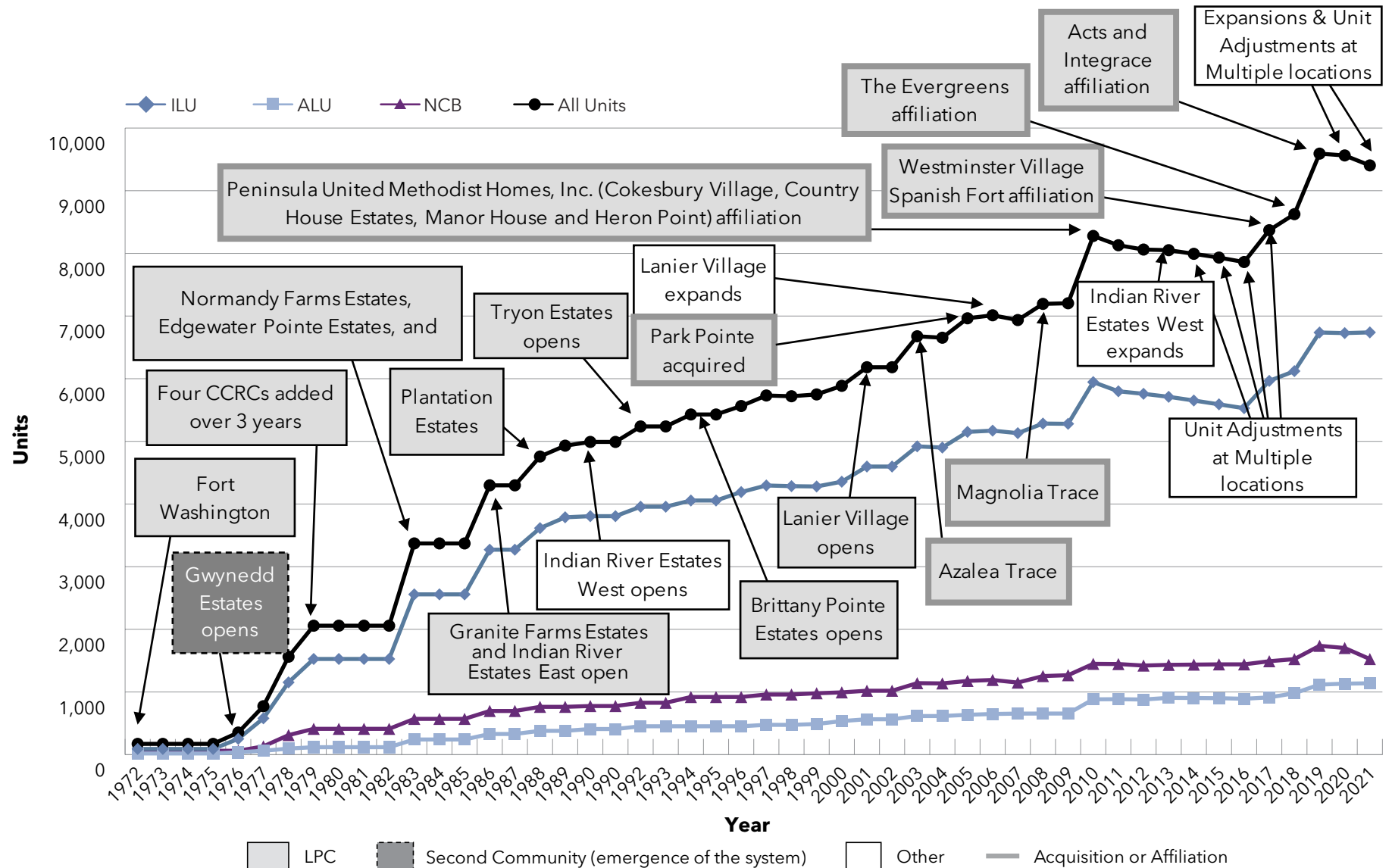
Growth: Pace of Growth

National Senior Campuses (MA)



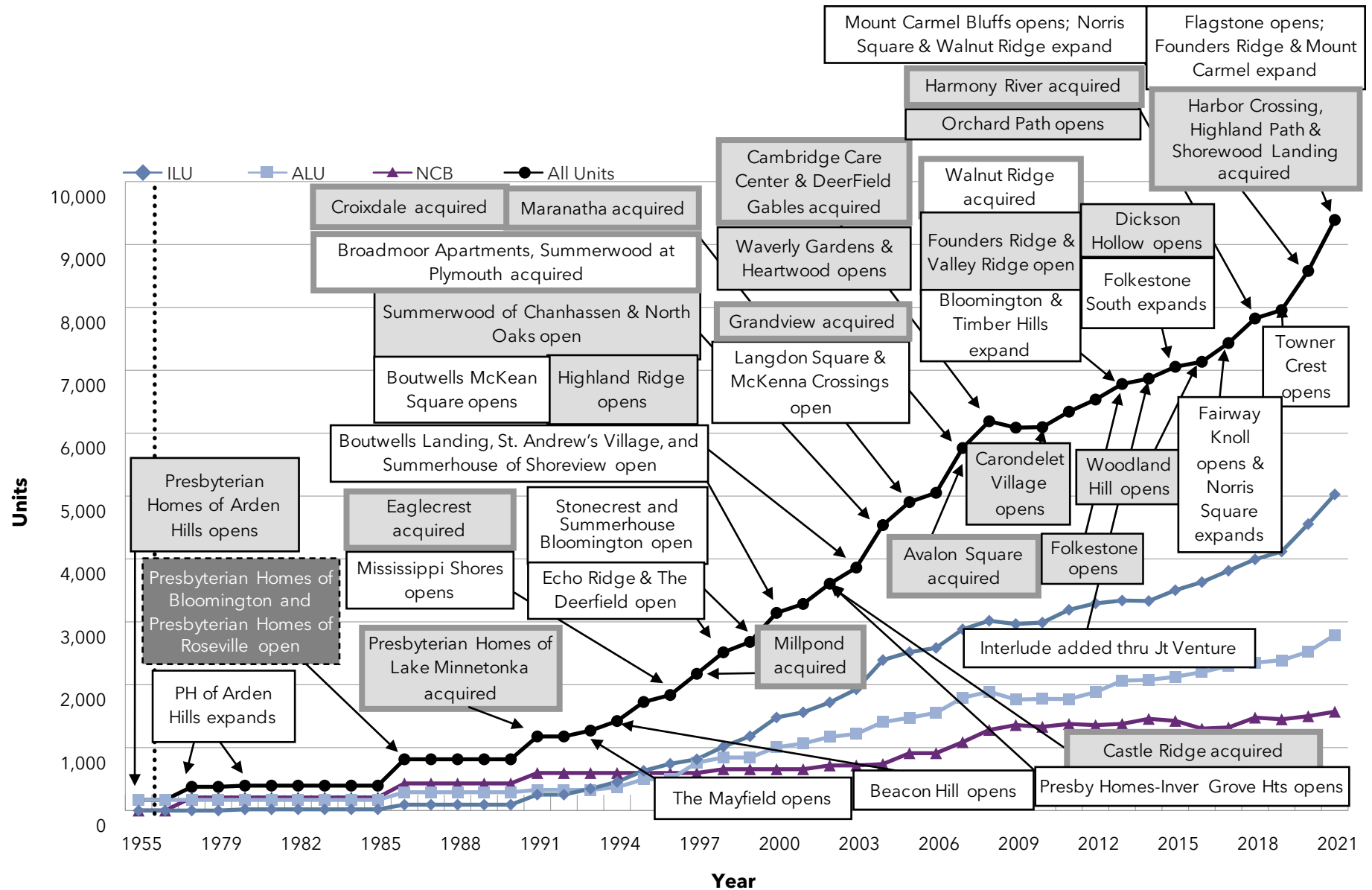
Growth: Pace of Growth

Acts Retirement-Life Communities (PA)

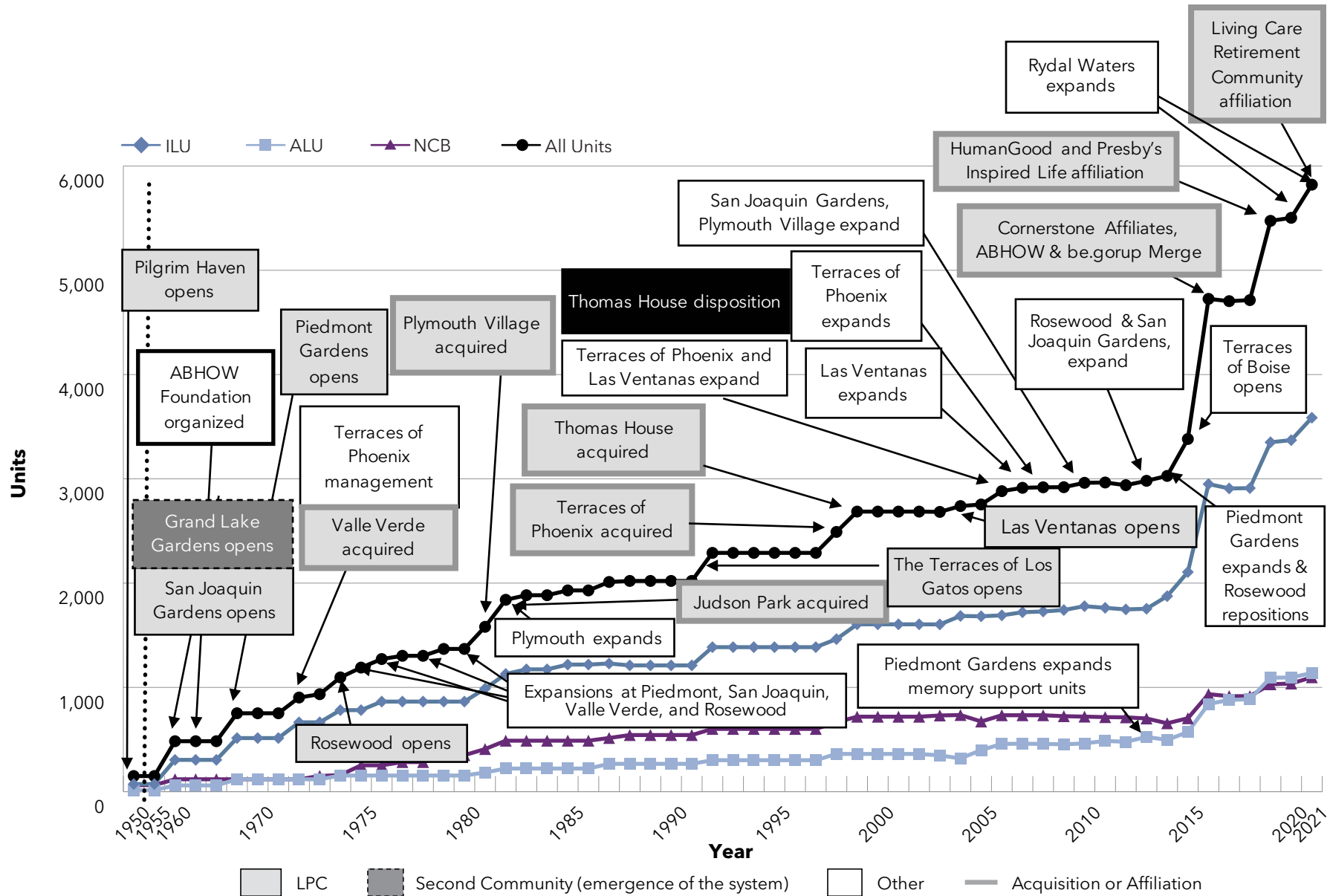


Growth: Pace of Growth

Presbyterian Homes and Services (MN)

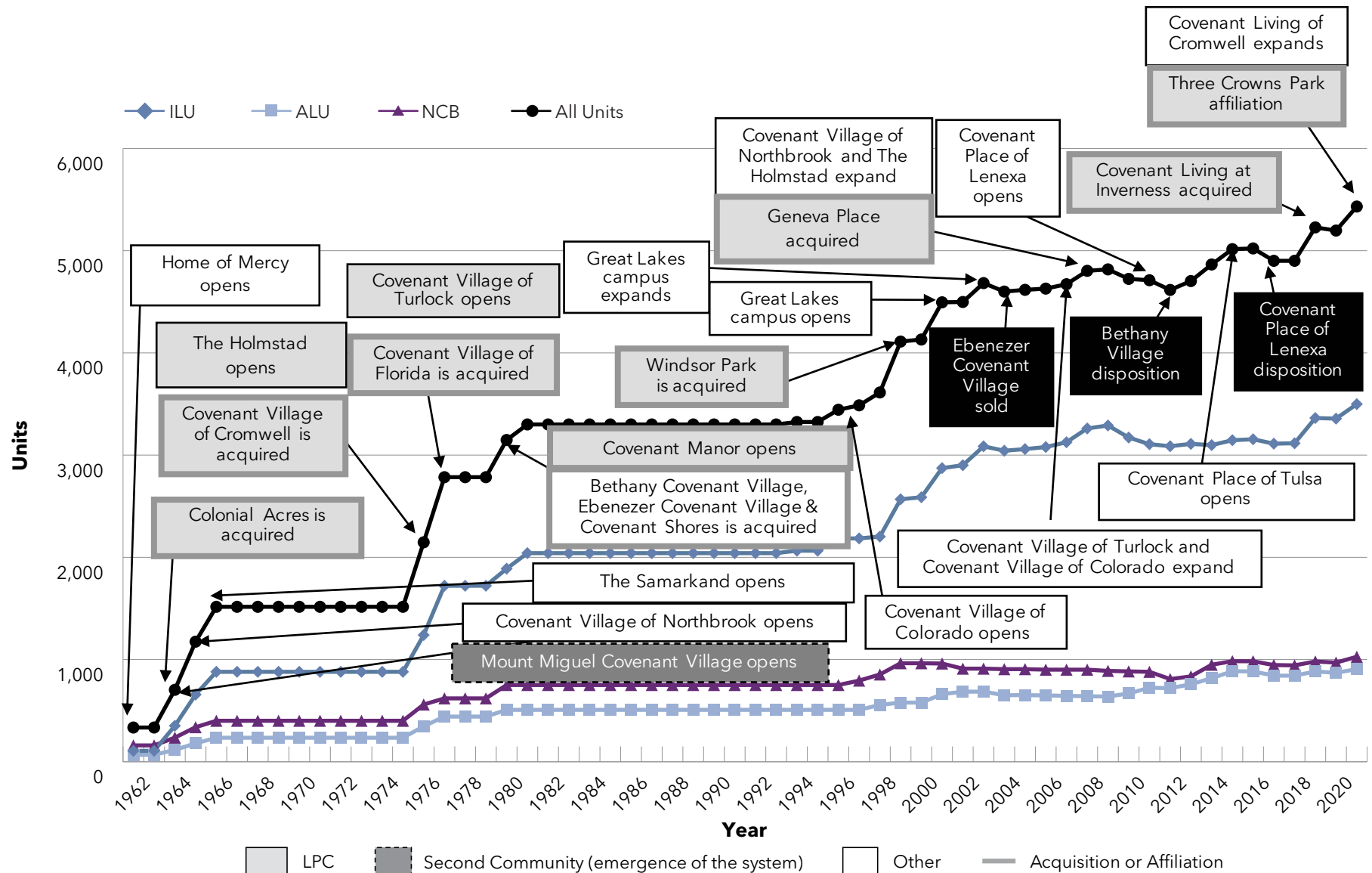


Growth: Pace of Growth HumanGood (CA)



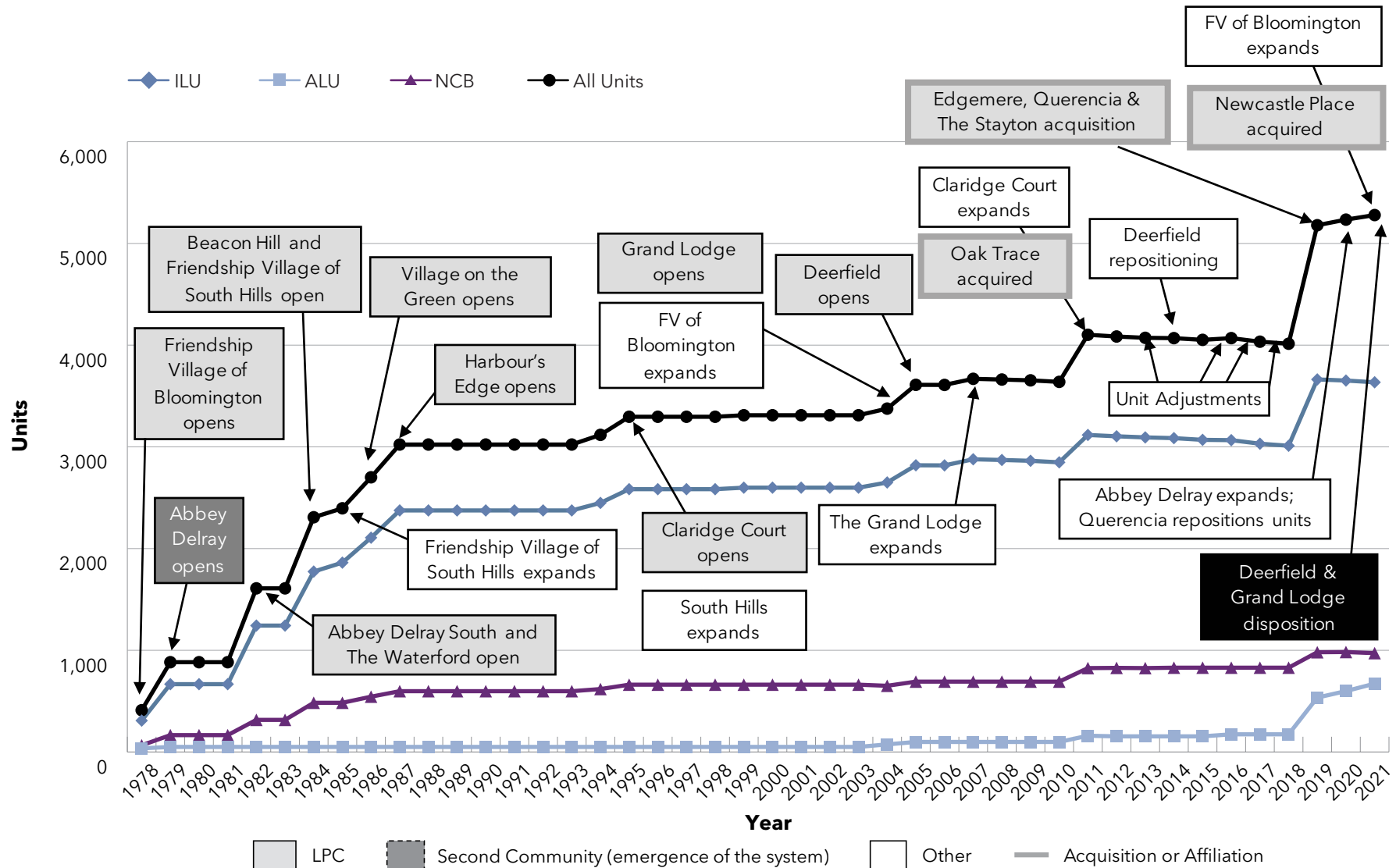
Growth: Pace of Growth

Covenant Living Communities & Services (IL)



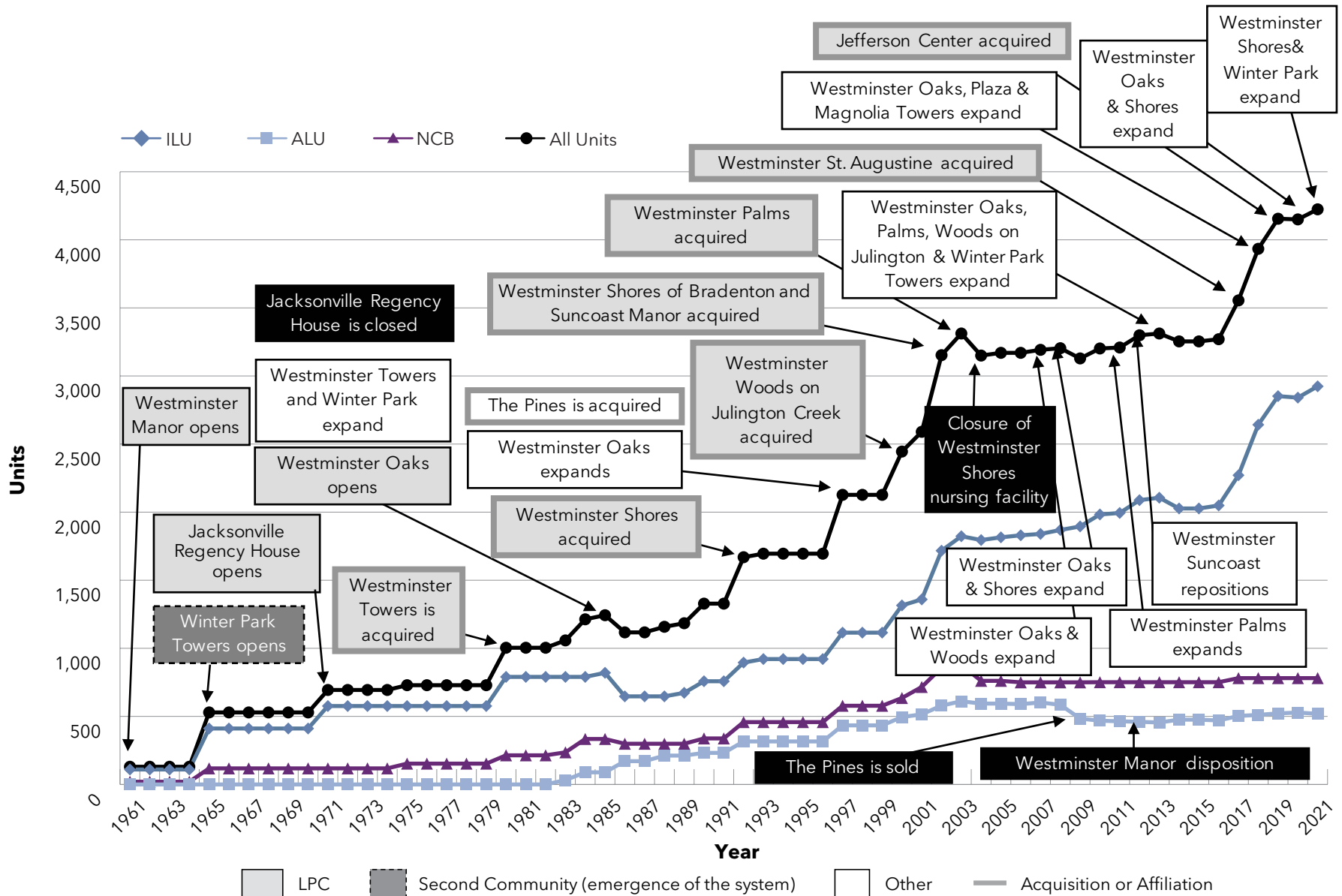
Growth: Pace of Growth

Lifespace Communities, Inc. (IA)



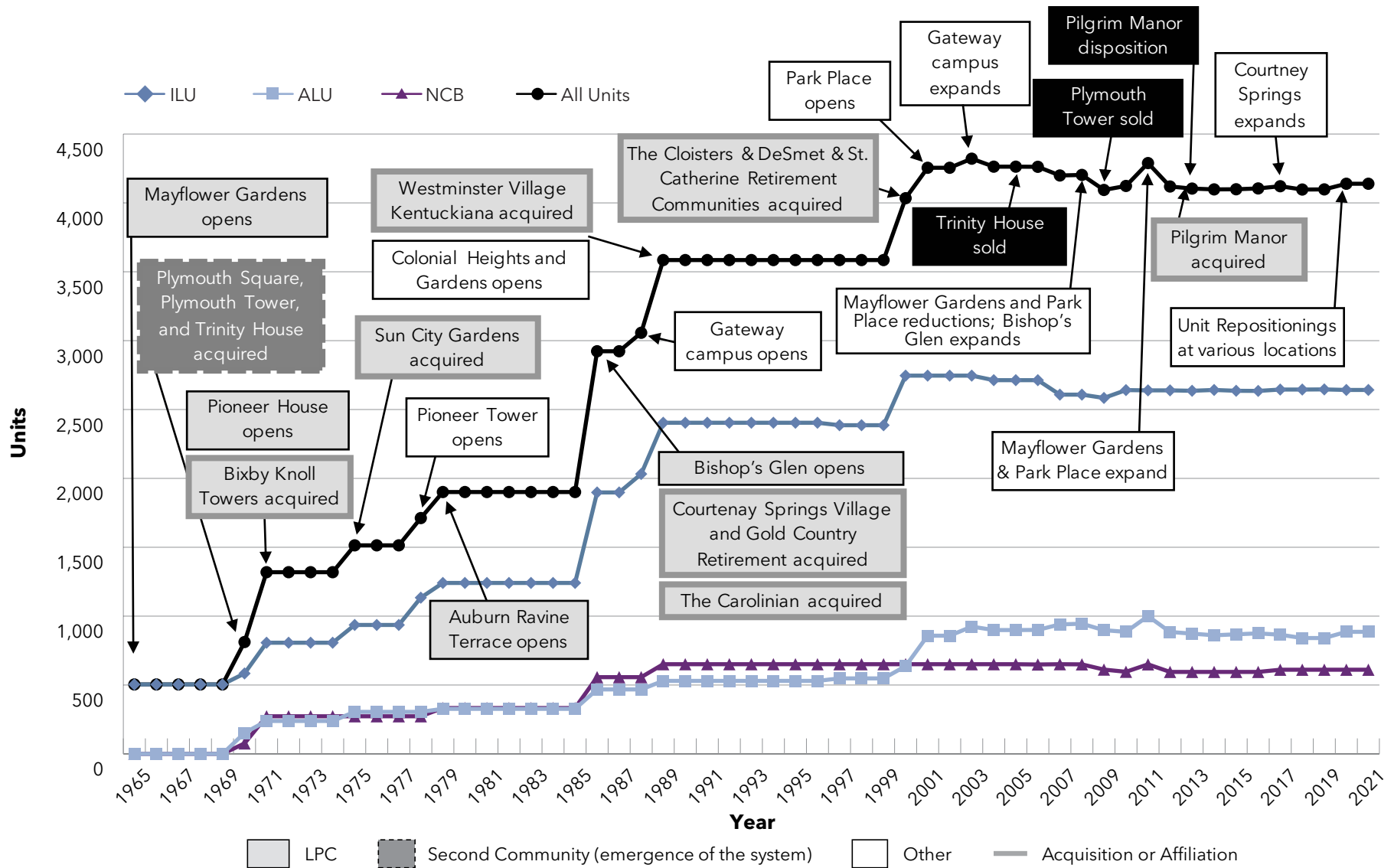
Growth: Pace of Growth

Westminster Communities of Florida (FL)



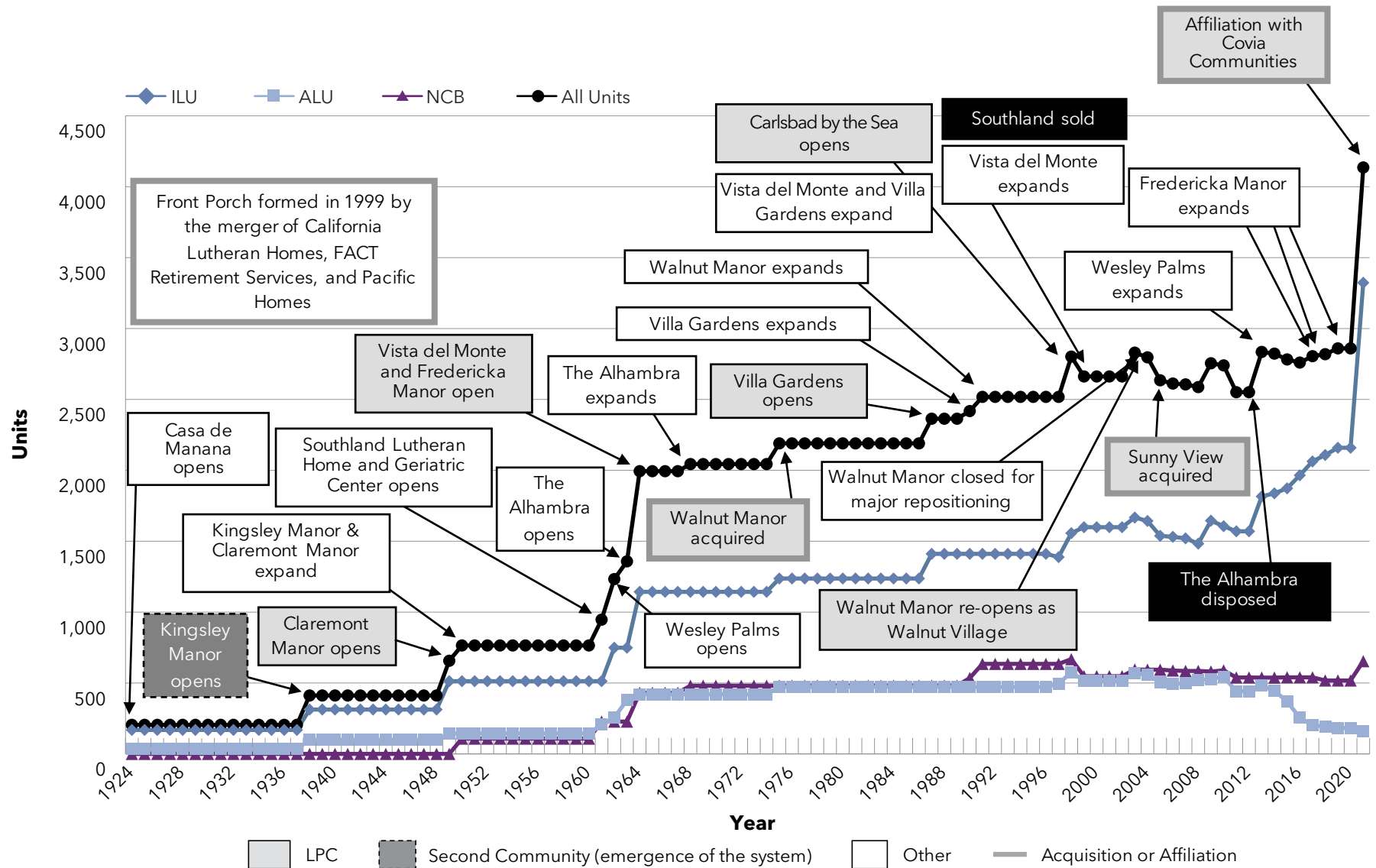
Growth: Pace of Growth

Retirement Housing Foundation (CA)



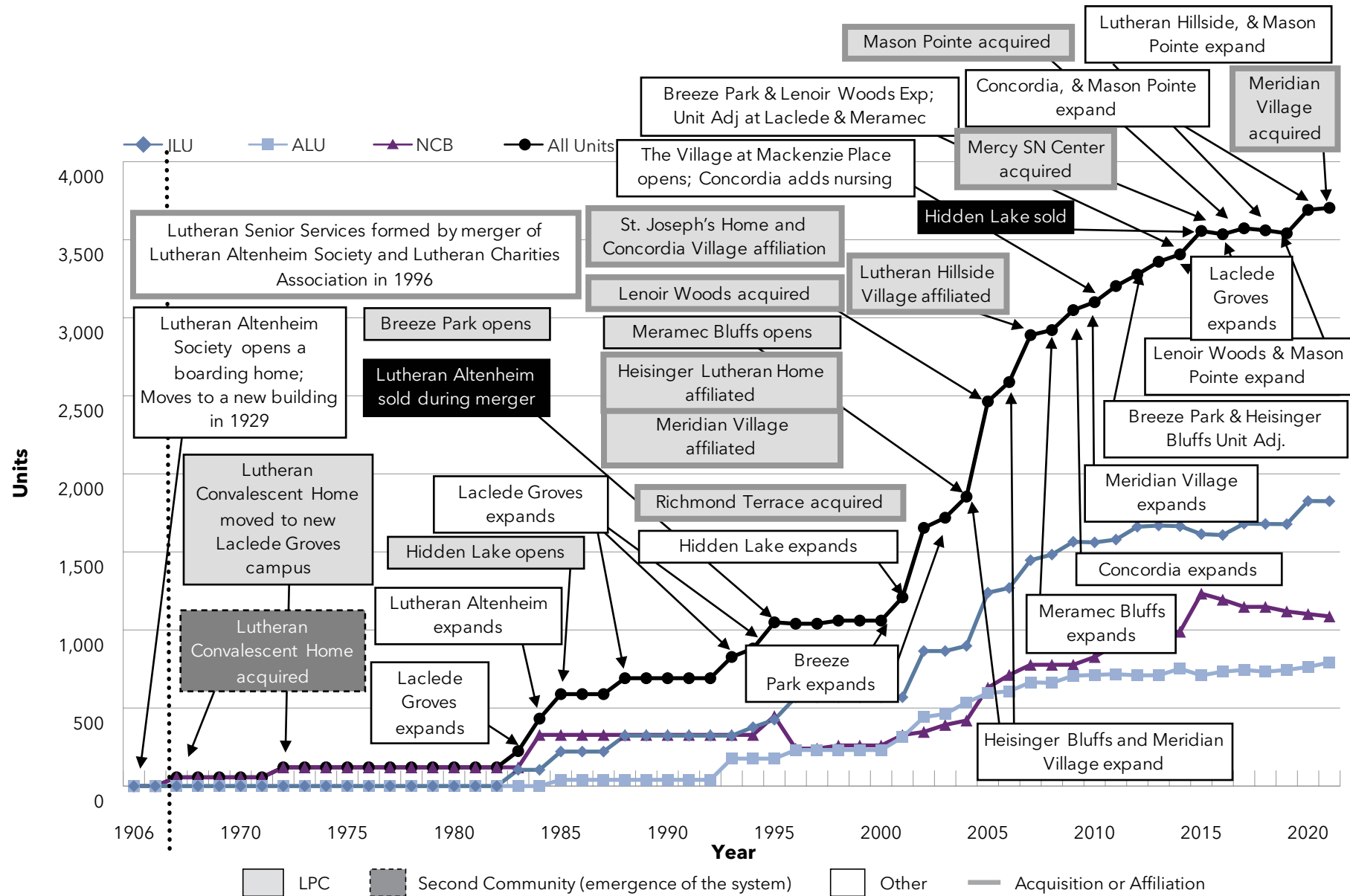
Growth: Pace of Growth

Front Porch Communities and Services (CA)

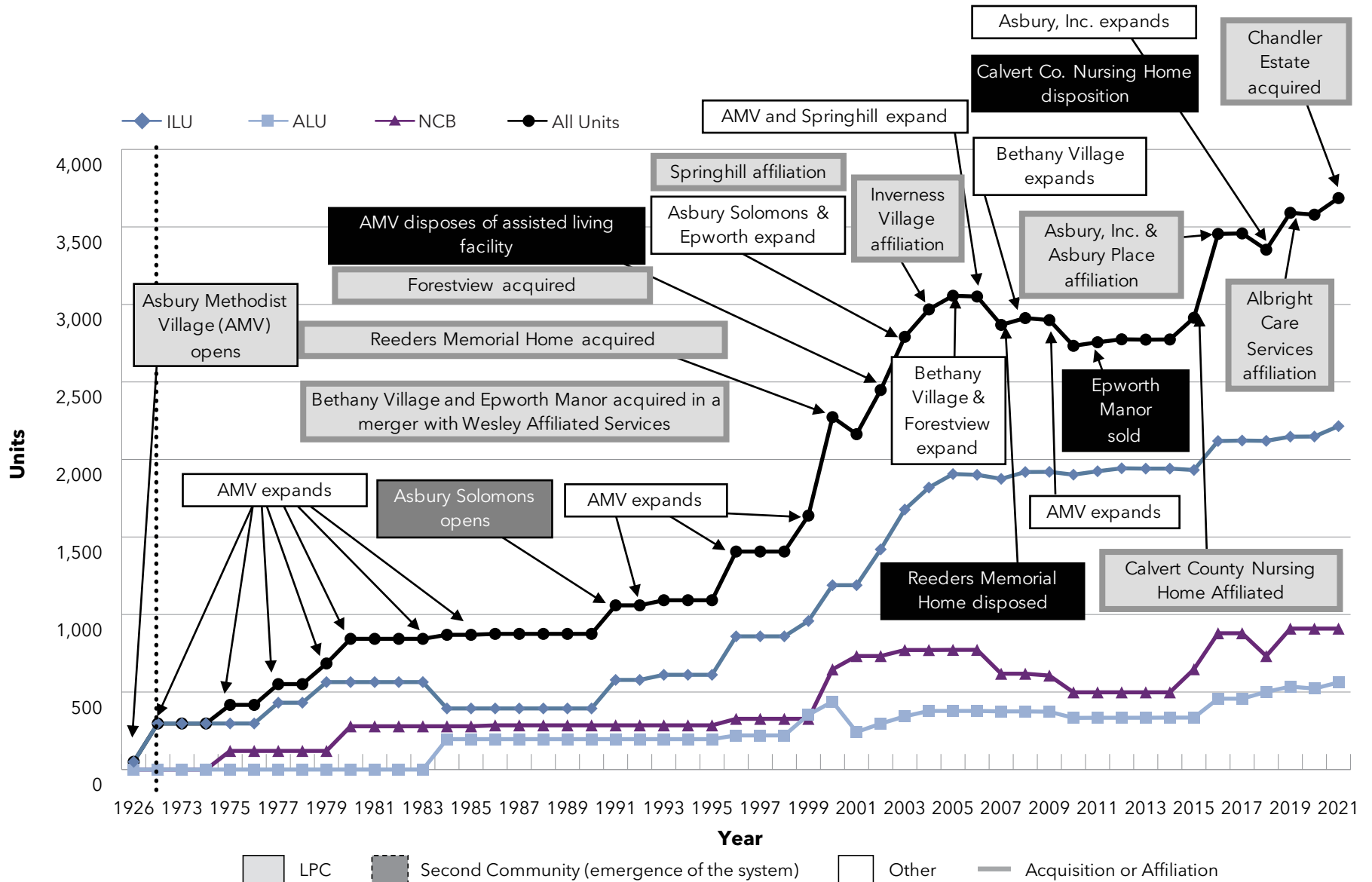


Growth: Pace of Growth

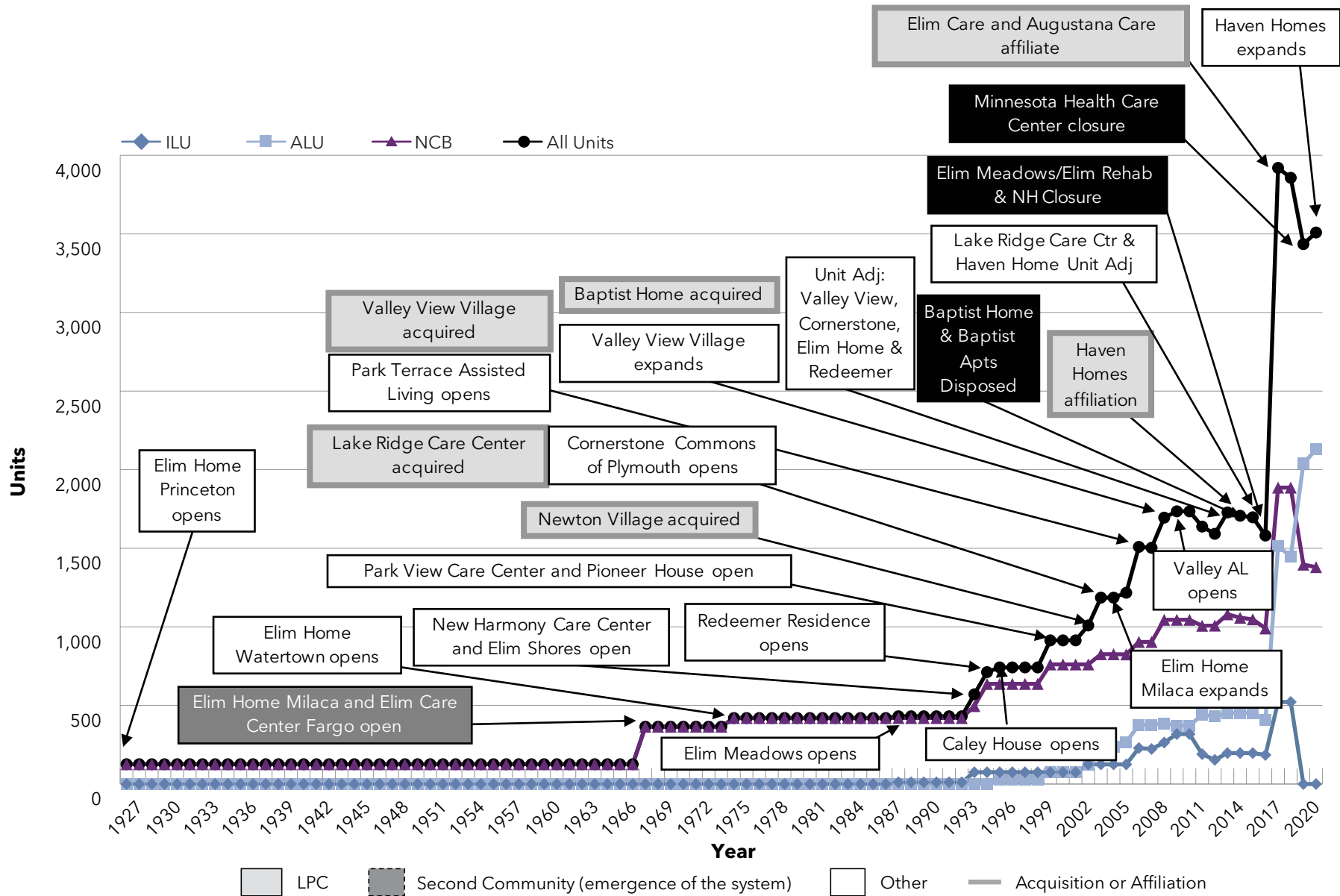
Lutheran Senior Services (MO)



Growth: Pace of Growth Asbury Communities (MD)

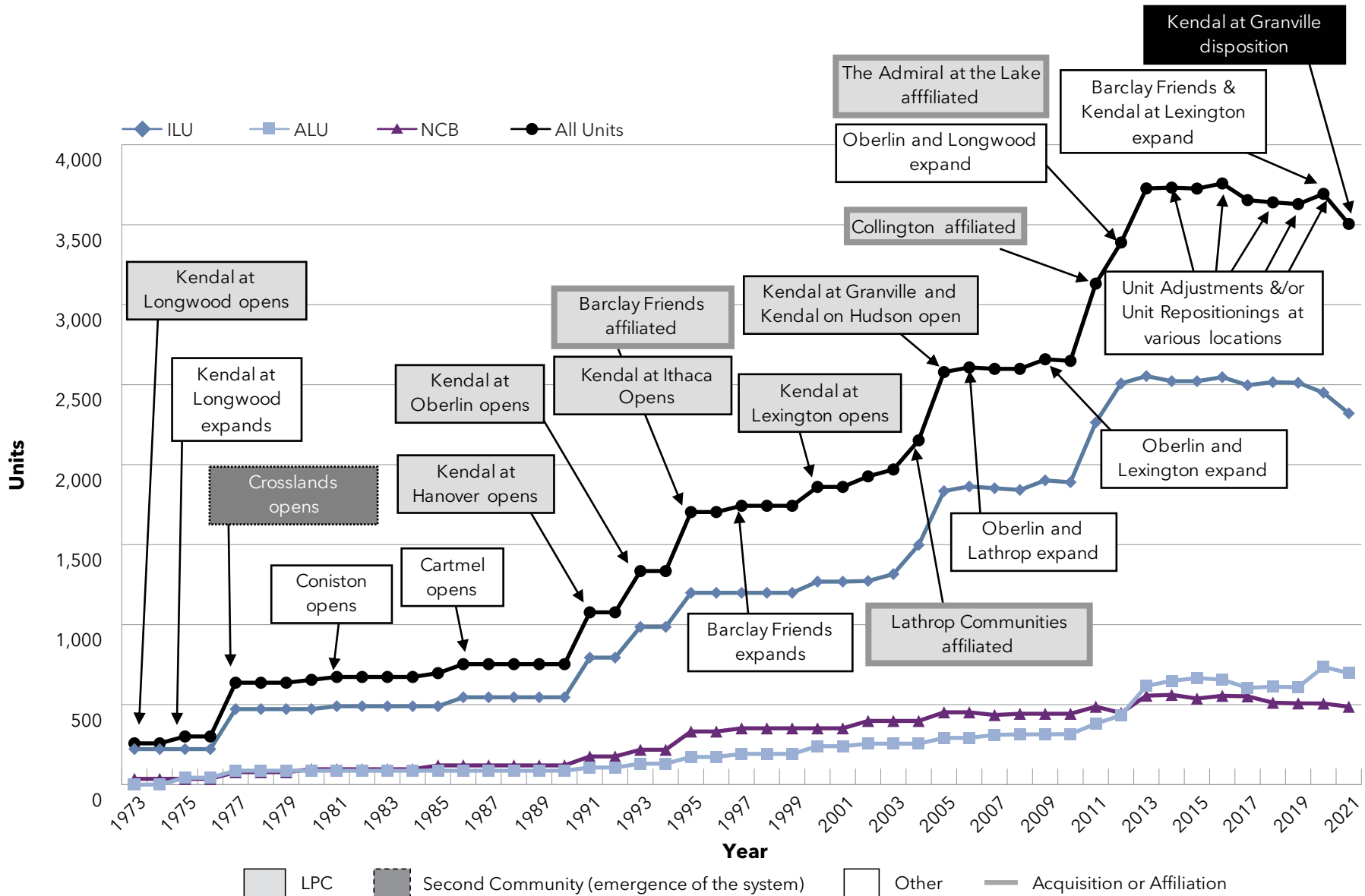


Growth: Pace of Growth Cassia (MN)



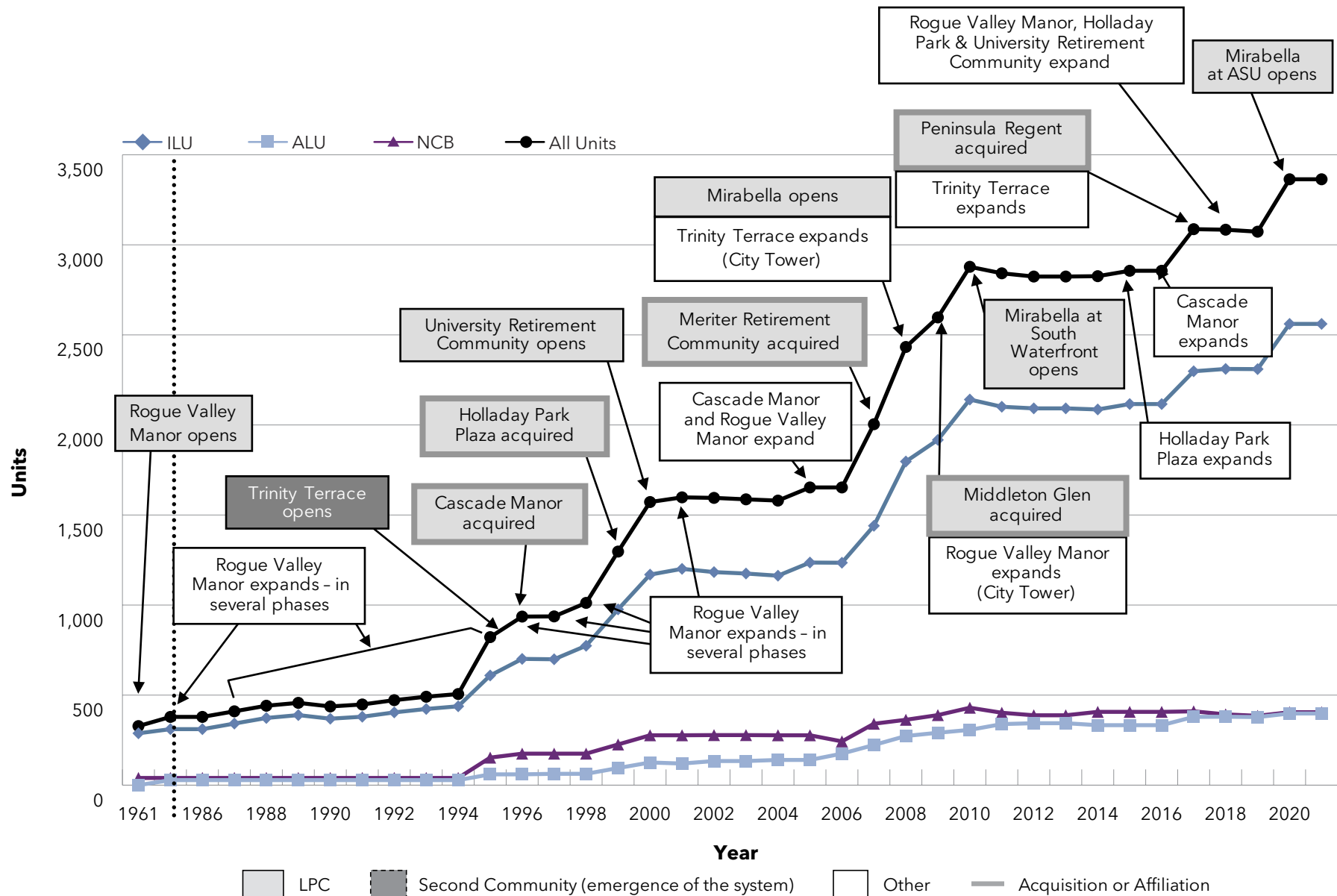
Growth: Pace of Growth

The Kendal Corporation (PA)



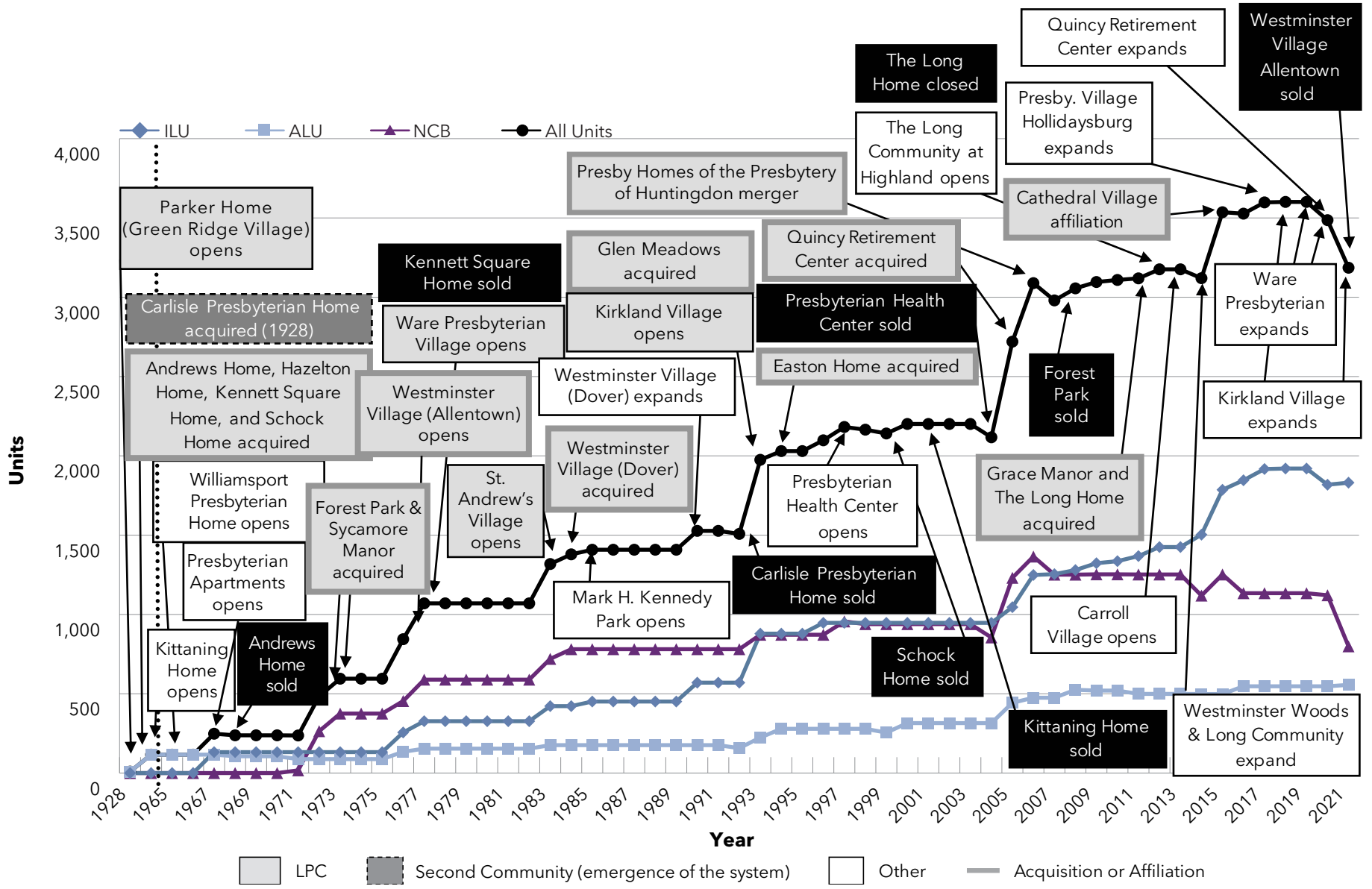
Growth: Pace of Growth

Pacific Retirement Services (OR)



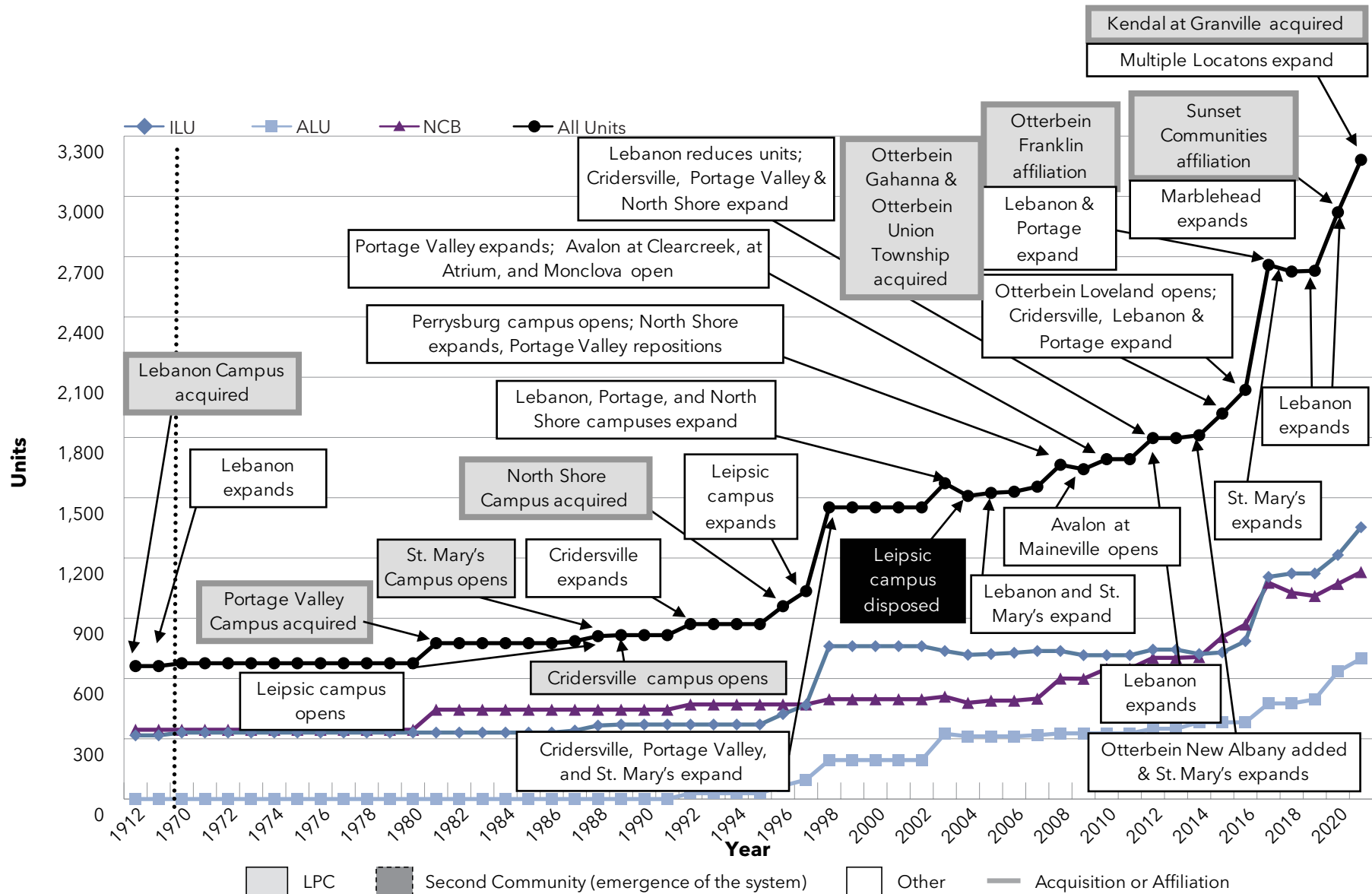
Growth: Pace of Growth

Presbyterian Senior Living (PA)



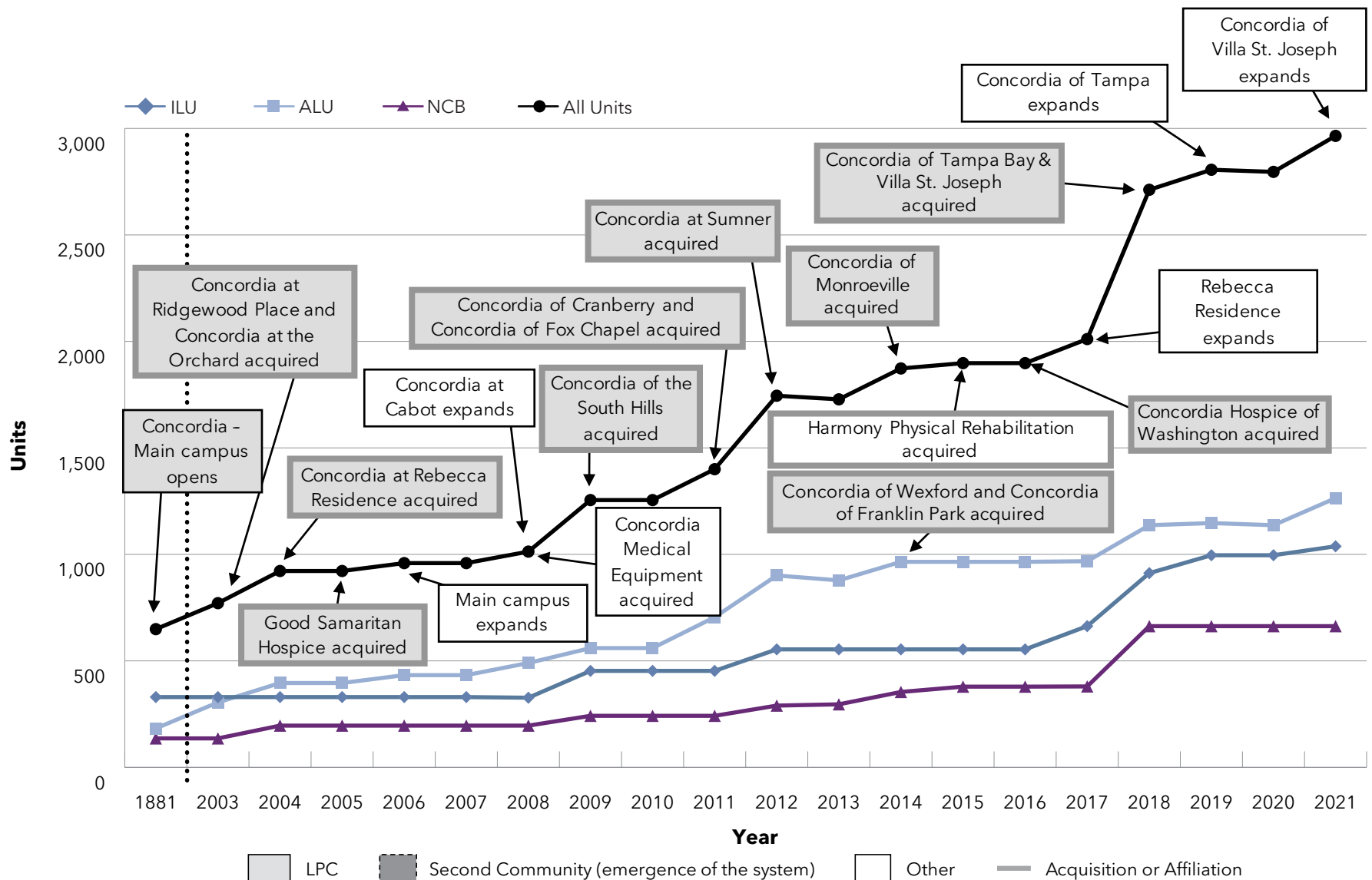
Growth: Pace of Growth

Otterbein SeniorLife (OH)



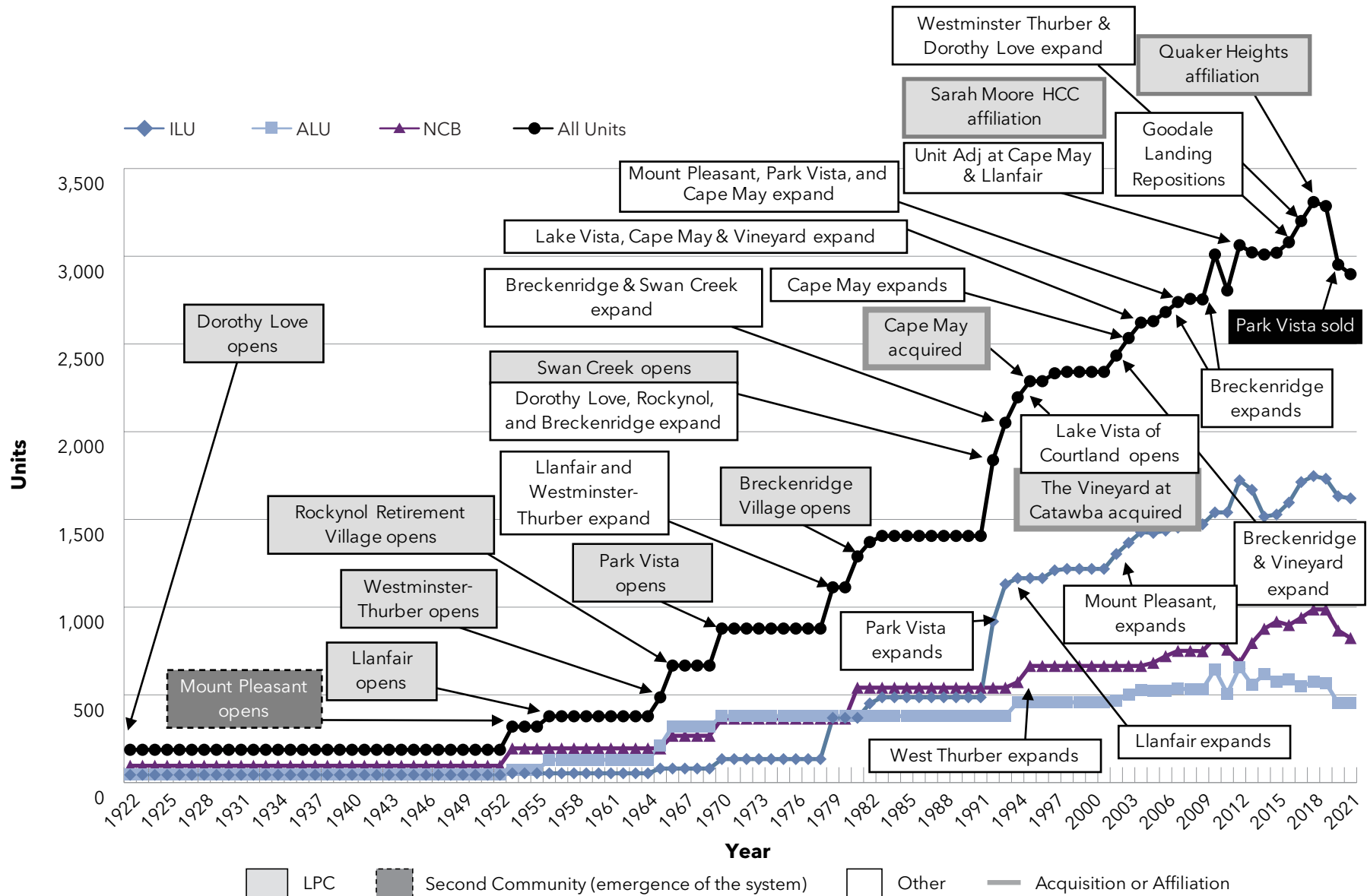
Growth: Pace of Growth

Concordia Lutheran Ministries (PA)



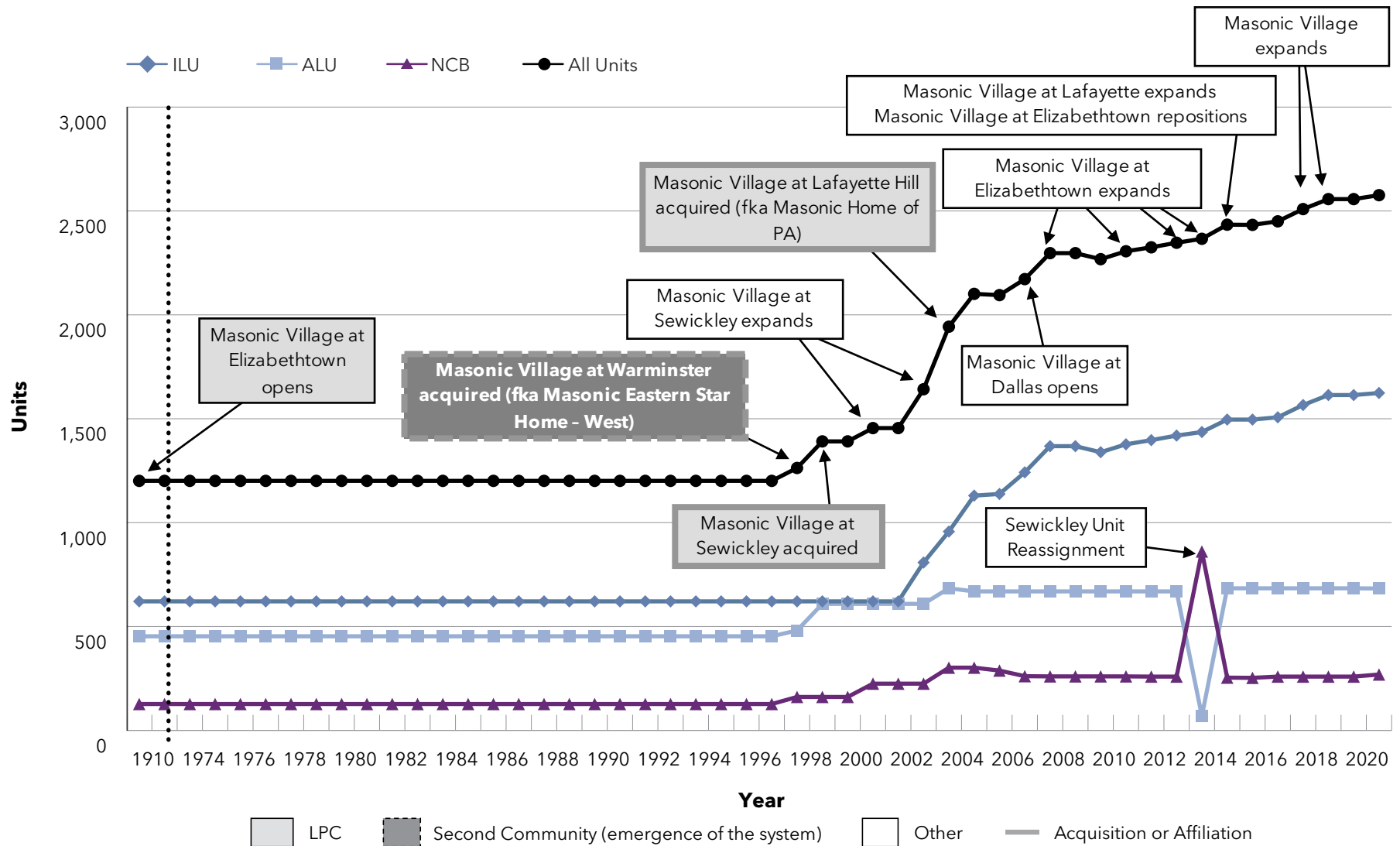
Growth: Pace of Growth

Ohio Living (OH)

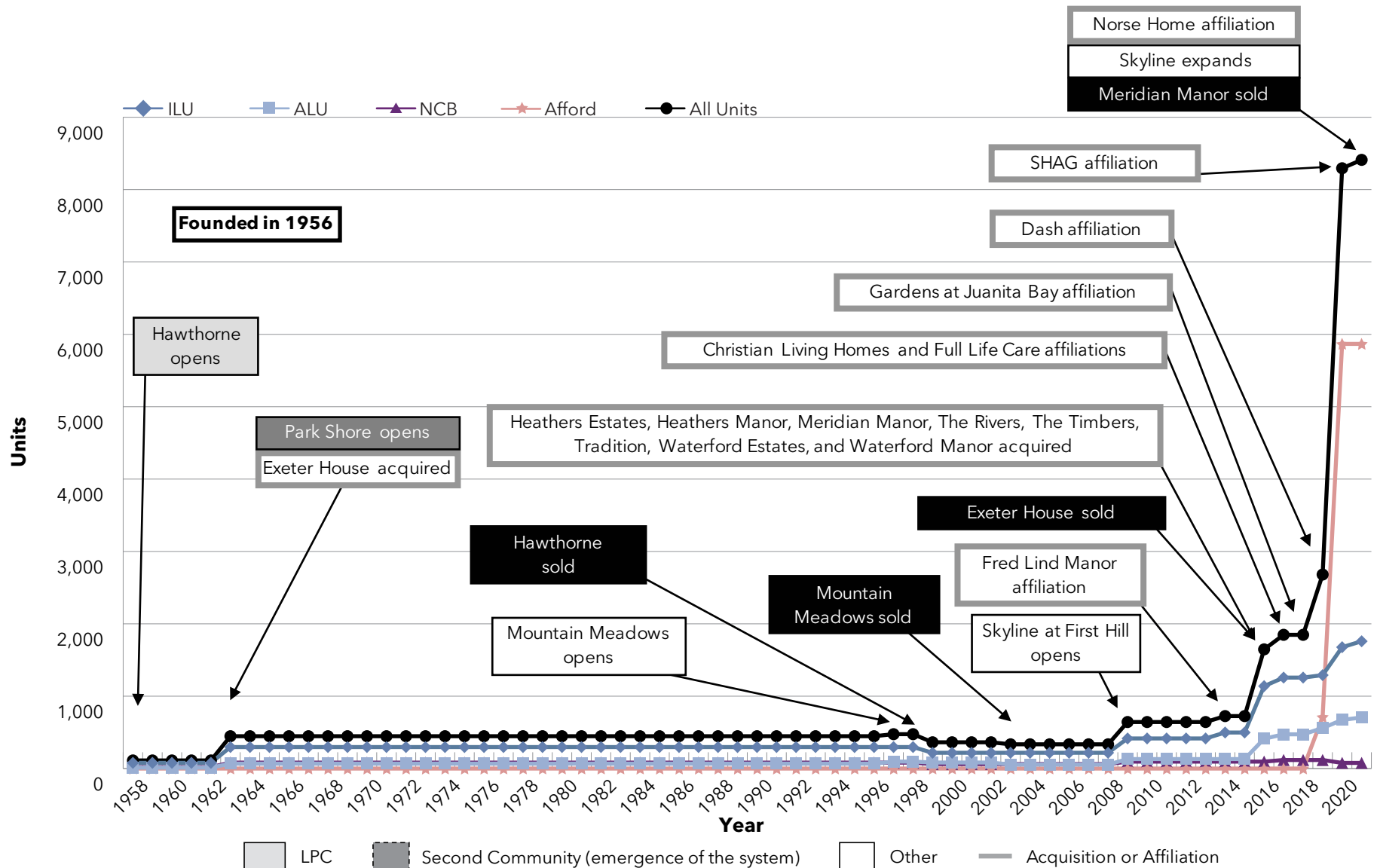


Growth: Pace of Growth

Masonic Villages of the Grand Lodge (PA)



Growth: Pace of Growth Transforming Age (WA)



Growth: Aggregate Growth

Aggregate Growth

Section 5-3 of the report details the pace of growth among the LZ 200 organizations in terms of average annual growth and aggregate growth. These tables list the organizations within the LZ 200 that have increased in size the fastest between 2020 and 2021, 2000 and 2021, and 1990 and 2021 (Charts 5-3a-c).

Average annual growth is calculated through a geometric mean calculation that captures the time factor in growth. For example, an organization may have taken 50 years to double in size, but then it may have doubled again in a five-year period. These changes in growth rates are not uncommon and may be the result of a combination of a new management team with a new focus or an existing team's shift in focus and a decision to accelerate.



Growth: Aggregate Growth Organizations by Aggregate Growth, by Period

2022 Rank	System Name	State	Growth*		Units Added	Total Units (as of 12/31/21)
			Aggregate Growth (%)	Average Annual Growth (%)		
Growth in 2021 (n=200)						
13	Front Porch	CA	30.85%	44.62%	1,276	4,136
33	National Church Residences	OH	14.92%	17.53%	310	2,078
4	Presbyterian Homes and Services	MN	8.65%	9.46%	812	9,391
20	Otterbein SeniorLife	OH	8.20%	8.94%	261	3,182
21	Concordia Lutheran Ministries	PA	5.70%	6.04%	169	2,965
Growth from 2000 to 2021 (n=176)						
1	National Senior Campuses	MA	729.00%	11.54%	440	21,753
25	Transforming Age	WA	600.55%	8.94%	116	2,543
33	National Church Residences	OH	371.20%	7.04%	310	2,078
21	Concordia Lutheran Ministries	PA	356.86%	8.01%	169	2,965
4	Presbyterian Homes and Services	MN	250.28%	5.89%	812	9,391
Growth from 1990 to 2021 (n=193)						
4	Presbyterian Homes and Services	MN	1052.27%	8.45%	812	9,391
25	Transforming Age	WA	468.90%	5.47%	116	2,543
14	Lutheran Senior Services	MO	436.03%	5.21%	13	3,704
33	National Church Residences	OH	371.20%	4.63%	310	2,078
17	The Kendal Corporation	PA	356.86%	4.48%	169	3,505

* Aggregate Growth was calculated by dividing the units added over the time period by the original number of units at the beginning of the time period for each organization. Average Annual Growth was calculated by finding the geometric mean over the period (1, 20, or 30 years).

** Note that some systems were founded after the beginning of the time period so they had zero units at the start of the period. Aggregate and Annual Growth rates can not be calculated in these instances.

Growth: Aggregate Growth Organizations by Growth in Units, by Period

2022 Rank	System Name	State	Growth*		Total Units (as of 12/31/21)
			Units Added	Average Annual Growth (%)	
Growth in 2021 (n=200)					
13	Front Porch	CA	1,276	30.85%	4,136
4	Presbyterian Homes and Services	MN	812	8.65%	9,391
1	National Senior Campuses	MA	440	2.02%	21,753
47	Immanuel	NE	349	21.96%	1,589
82	Christian Health Care Center	NJ	342	32.60%	1,049
Growth from 2000 to 2021 (n=176)					
1	National Senior Campuses	MA	19,129	729.00%	21,753
4	Presbyterian Homes and Services	MN	6,710	250.28%	9,391
6	HumanGood	CA	3,655	63.58%	5,821
14	Lutheran Senior Services	MO	3,135	116.72%	3,704
21	Concordia Lutheran Ministries	PA	2,644	249.43%	2,965
Growth from 1990 to 2021 (n=193)					
1	National Senior Campuses	MA	n/a**	n/a**	21,753
4	Presbyterian Homes and Services	MN	8,576	1052.27%	9,391
3	Acts Retirement-Life Communities, Inc.	PA	4,473	90.71%	9,404
6	HumanGood	CA	3,800	188.03%	5,821
11	Westminster Retirement Communities of Florida	FL	3,040	256.76%	4,224

* Aggregate Growth was calculated by dividing the units added over the time period by the original number of units at the beginning of the time period for each organization. Average Annual Growth was calculated by finding the geometric mean over the period (1, 20, or 30 years).

** Note that some systems were founded after the beginning of the time period so they had zero units at the start of the period. Aggregate and Annual Growth rates can not be calculated in these instances.

Growth: Aggregate Growth Organizations by Aggregate Growth for the Largest Systems (Over 2,000 Units)

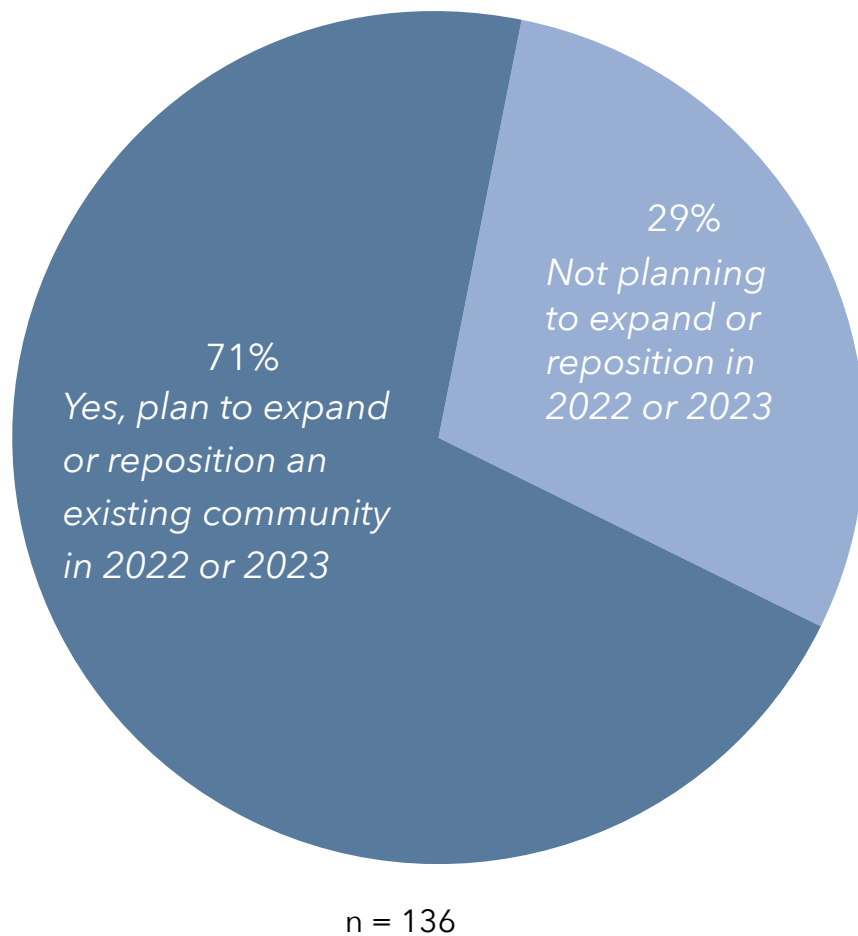
2022 Rank	System Name	State	Growth*		Units Added	Total Units (as of 12/31/21)
			Aggregate Growth (%)	Average Annual Growth (%)		
Growth in 2021(n=33)						
13	Front Porch	CA	30.85%	44.62%	1,276	4,136
4	Presbyterian Homes and Services	MN	8.65%	9.46%	812	9,391
1	National Senior Campuses	MA	2.02%	2.06%	440	21,753
6	HumanGood	CA	5.46%	5.78%	318	5,821
33	National Church Residences	OH	14.92%	17.53%	310	2,078
Growth from 2000 to 2021 (n=33)						
1	National Senior Campuses	MA	729.00%	11.54%	440	21,753
25	Transforming Age	WA	600.55%	8.94%	116	2,543
33	National Church Residences	OH	371.20%	7.04%	310	2,078
21	Concordia Lutheran Ministries	PA	356.86%	8.01%	169	2,965
4	Presbyterian Homes and Services	MN	250.28%	5.89%	812	9,391
Growth from 1990 to 2021 (n=33)						
1	National Senior Campuses	MC	n/a**	n/a**	440	21,753
4	Presbyterian Homes and Services	MN	1052.27%	8.45%	812	9,391
25	Transforming Age	WA	468.90%	5.47%	116	2,543
14	Lutheran Senior Services	MO	436.03%	5.21%	13	3,704
33	National Church Residences	OH	371.20%	4.63%	310	2,078

* Aggregate Growth was calculated by dividing the units added over the time period by the original number of units at the beginning of the time period for each organization. Average Annual Growth was calculated by finding the geometric mean over the period (1, 20, or 30 years).

** Note that some systems were founded after the beginning of the time period so they had zero units at the start of the period. Aggregate and Annual Growth rates can not be calculated in these instances.

Growth: Future Growth Plans

Percentage Planning to Expand or Reposition in Next Two Years



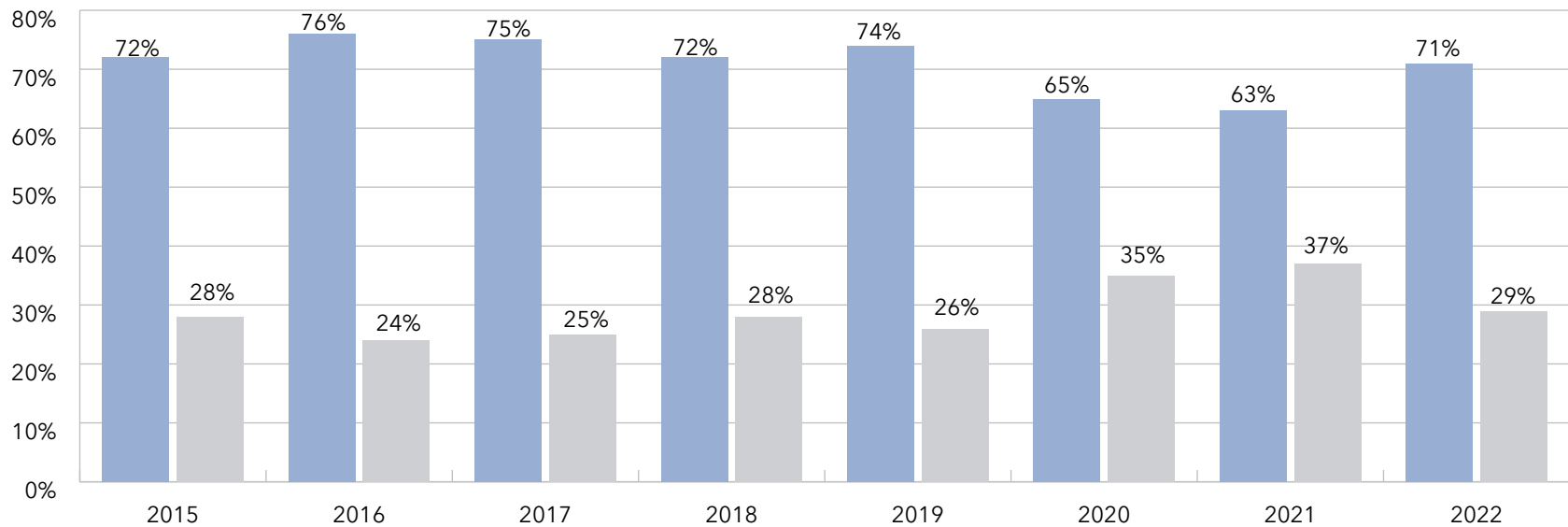
Future Growth Plans

Arguably, much information can be gathered about potential future growth, whether it would be in the form of bricks-and-mortar or expanding home and community-based services.

For purposes of the LZ 200, feedback is gathered on the intent to grow through affiliation, new campus development, or expansion in the next two years. Roughly 71% of the LZ 200 reported intentions to expand or reposition an existing campus in 2022 or 2023. Roughly 16% reported that they intend to grow via the construction of new communities while 33% responded 'maybe' to this type of growth in 2022 or 2023. Another 12% reported that they intend to grow from affiliation while 25% may consider affiliation in 2022 or 2023.

Growth: Future Growth Plans

Percentage Planned Expansions or Relocations Since 2015



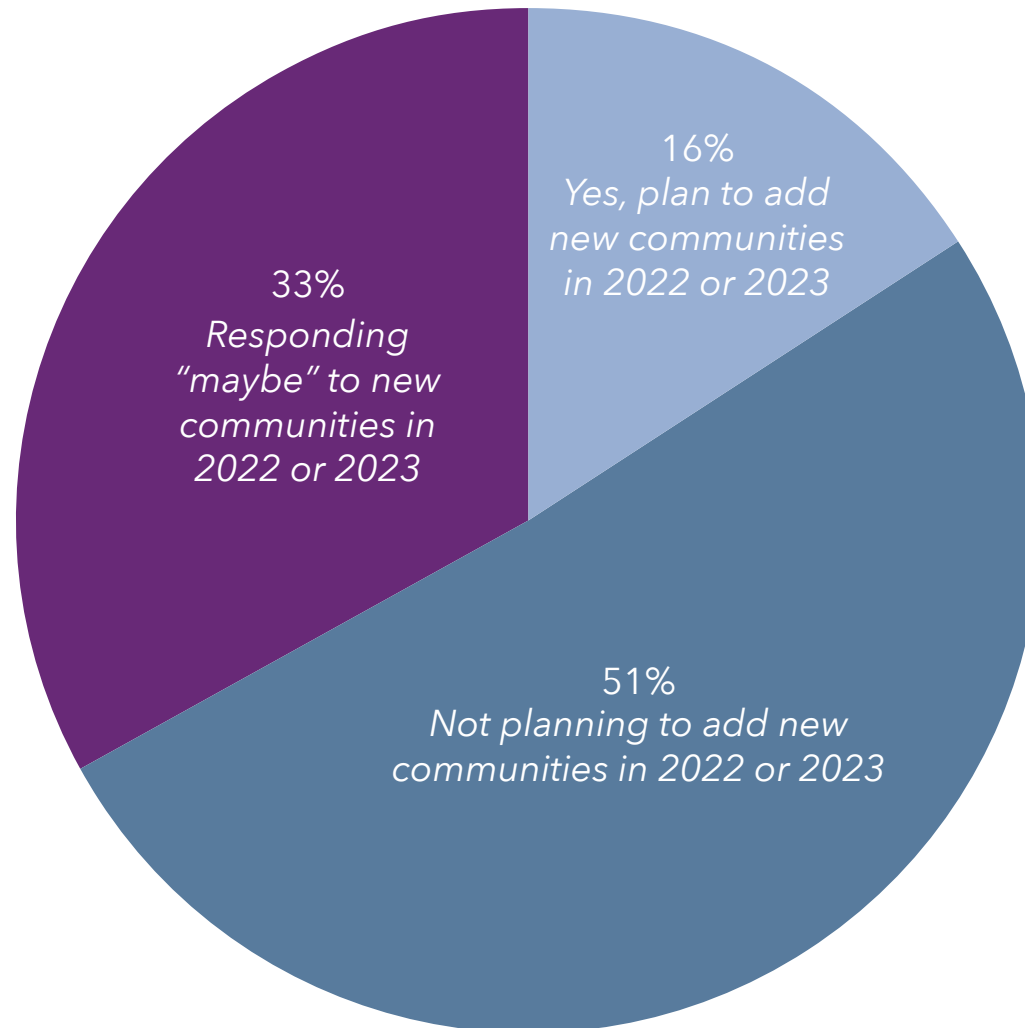
KEY: ■ Yes, plan to expand or reposition an existing community

■ Not planning to expand or reposition

n = 136

Growth: Future Growth Plans

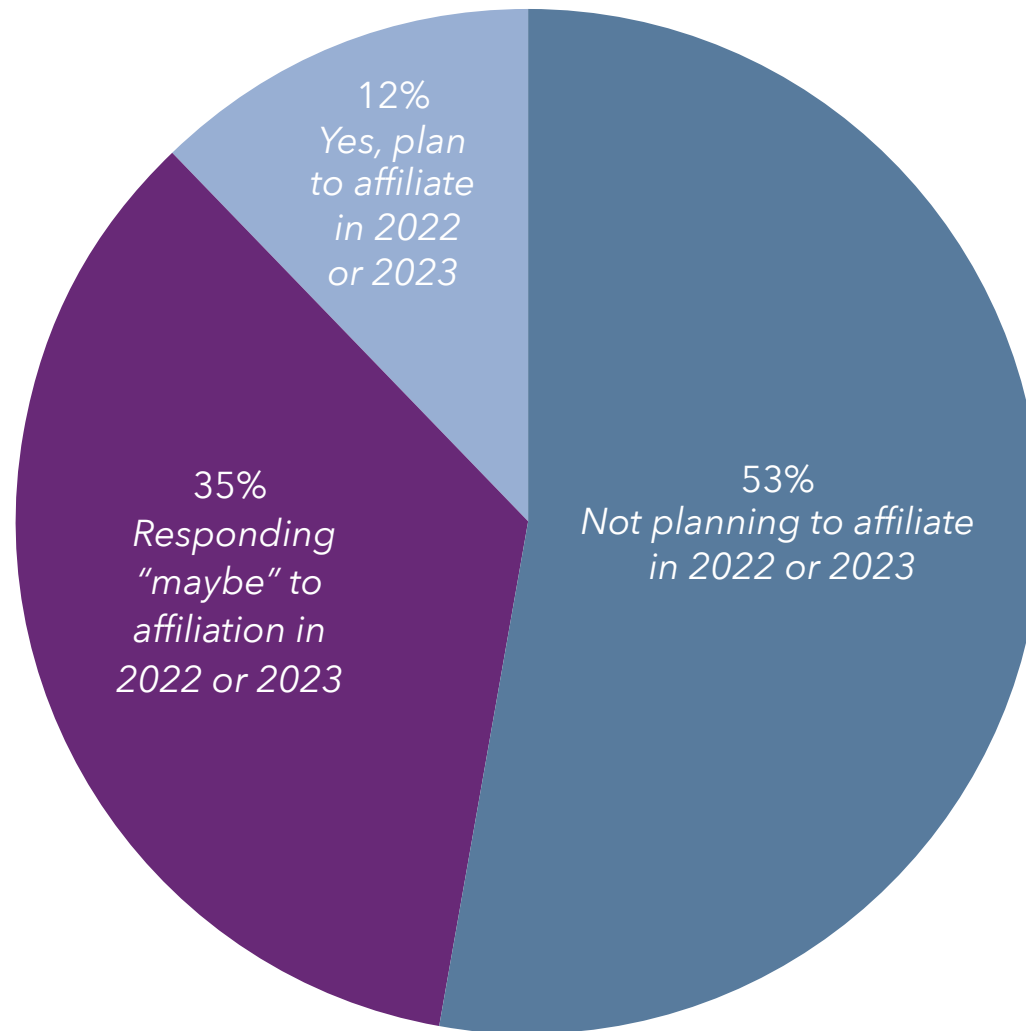
Percentage Planning to Add A New Community Through Development or Affiliation



N= 136

Growth: Future Growth Plans

Percentage Planning to Grow Through Affiliation



N= 136

Growth: Type of Growth by Organizations

Type of Growth: Expansion, New Communities, Merger/Acquisition/Affiliation, Disposition

Charts 5-6a-c and 5-7a-l describe how the largest 10, the largest 25, the largest 50 multi-sites, and all 200 multi-site organizations have grown through expanding existing campuses, construction of new communities or merger/acquisition/affiliation and/or disposition.

Properties have been classified according to the following definitions:

Expansion: The addition of new units to an existing community. Note: if a new community is added to an existing campus, this is also considered an expansion.

New Community: Growth by the addition of units through construction at a new location.

Merger/Acquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, acquisition or affiliation.

Disposition: The sale or closure of a community.

Type of Growth: Expansion, New Communities, Merger/Acquisition/Affiliation, Disposition

The charts at 5-6a-c analyze how communities have changed through the above-described venues over a 10, 20, and greater than 30-year period (1980-2021). More than 1,400 communities have been added from campus expansion since 1980 (Chart 5-6a). Dispositions have also increased dramatically. Of the 272 community dispositions that occurred from 1980-2021 among the LZ 200 (Chart 5-6a), roughly 254 of these dispositions occurred in approximately the last decade (Chart 5-6c). The most common dispositions in recent years have been free-standing nursing homes or assisted living and financially distressed Life Plan Communities.

Charts 5-7a-l are used to present incremental growth by five-year period and cumulative growth by five-year period for each of the LZ 200 groupings (the largest 10, the largest 25, the largest 50, the largest 100, the largest 150, and the largest 200). The second of each pair of charts shows the incremental change of the multi-sites, that is, how many existing properties

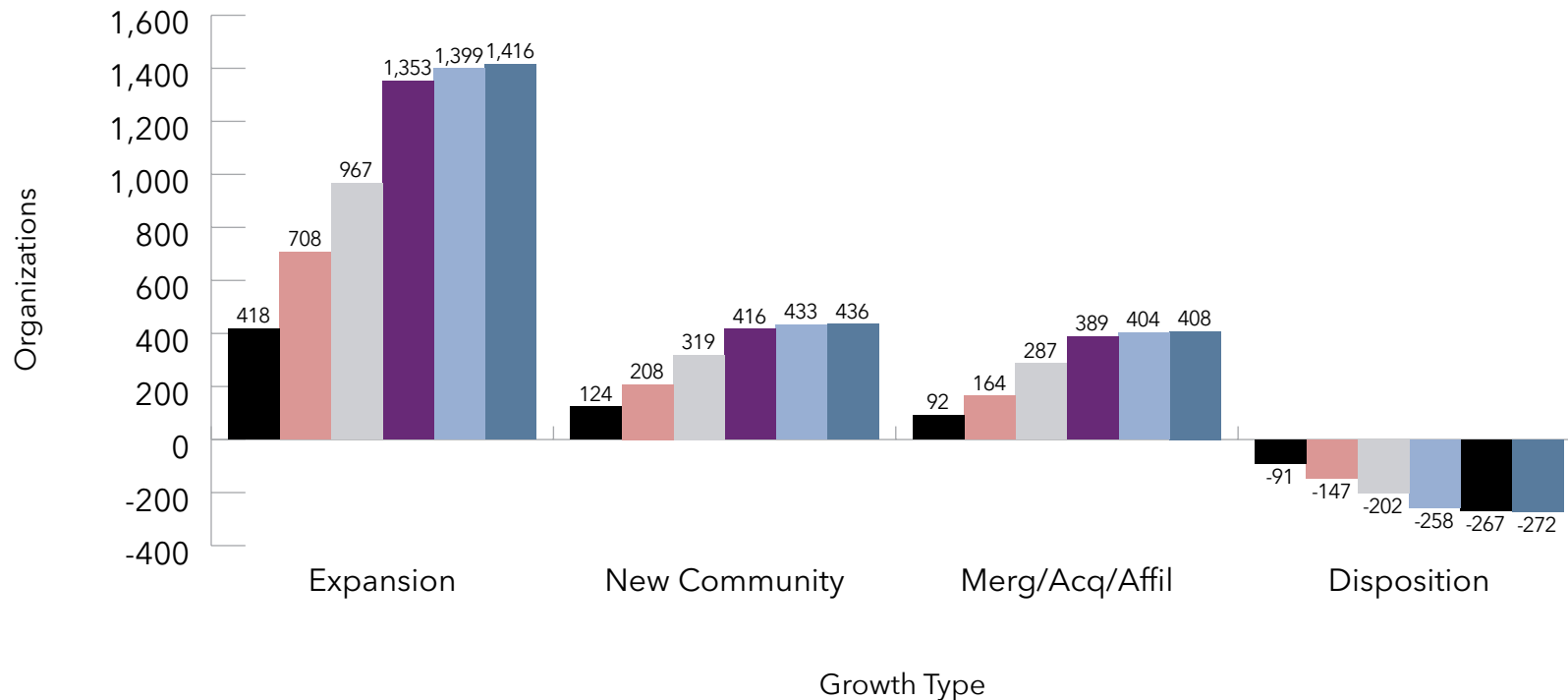
Growth: Type of Growth by Organizations

have experienced expansion; how many properties have been added through new community construction or through merger, acquisition and/or affiliation; and how many properties have been lost through disposition each year. For the incremental growth charts, the final five-year period is provided with the current year shown alone. The cumulative growth charts provide the number of properties added or lost through each of these methods through the period shown.



Growth: Type of Growth by Organizations

Number of Organizations Changing, by Growth Type, 1980 through 2021



KEY:

- Largest 10
- Largest 25
- Largest 50
- Largest 100
- Largest 150
- Largest 200

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

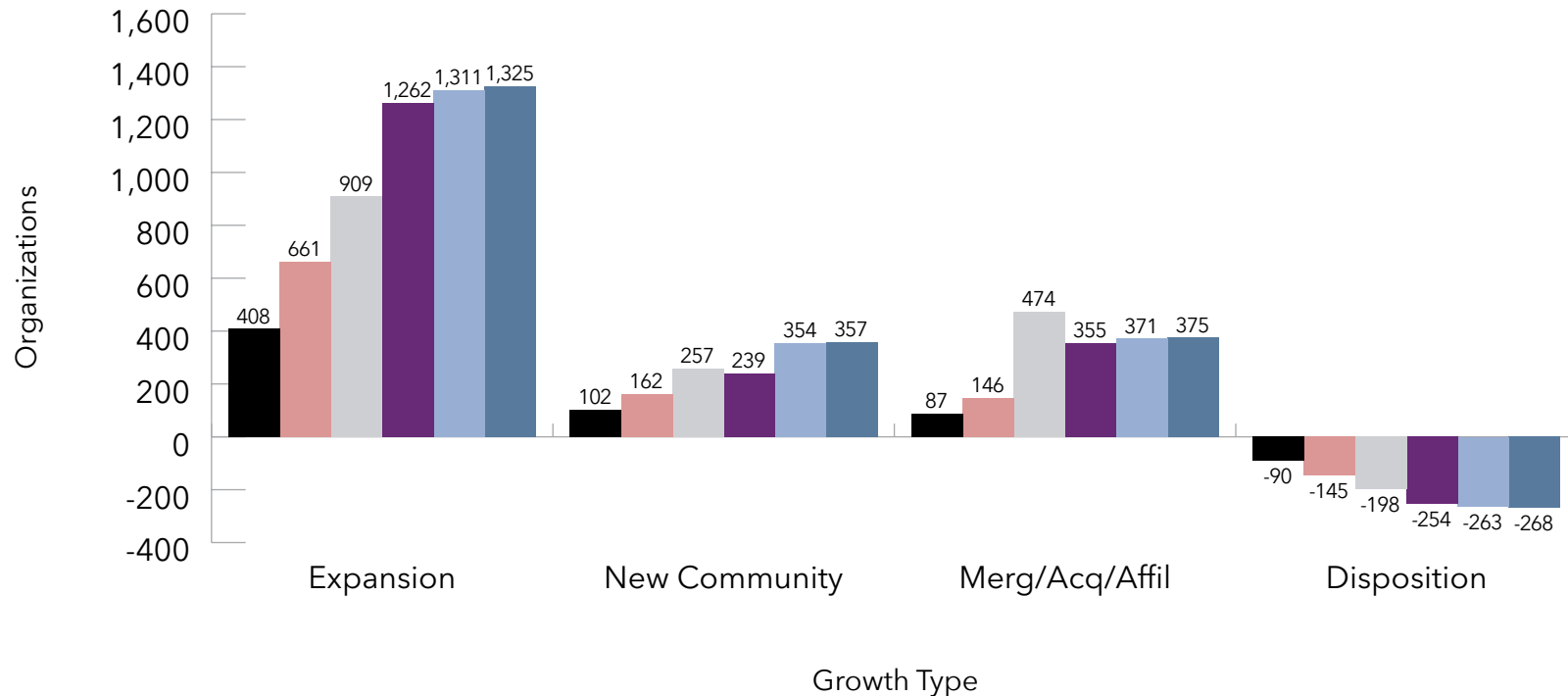
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Organizations

Number of Organizations Changing, by Growth Type, 1990 through 2021



KEY: Largest 10 Largest 25 Largest 50 Largest 100 Largest 150 Largest 200

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

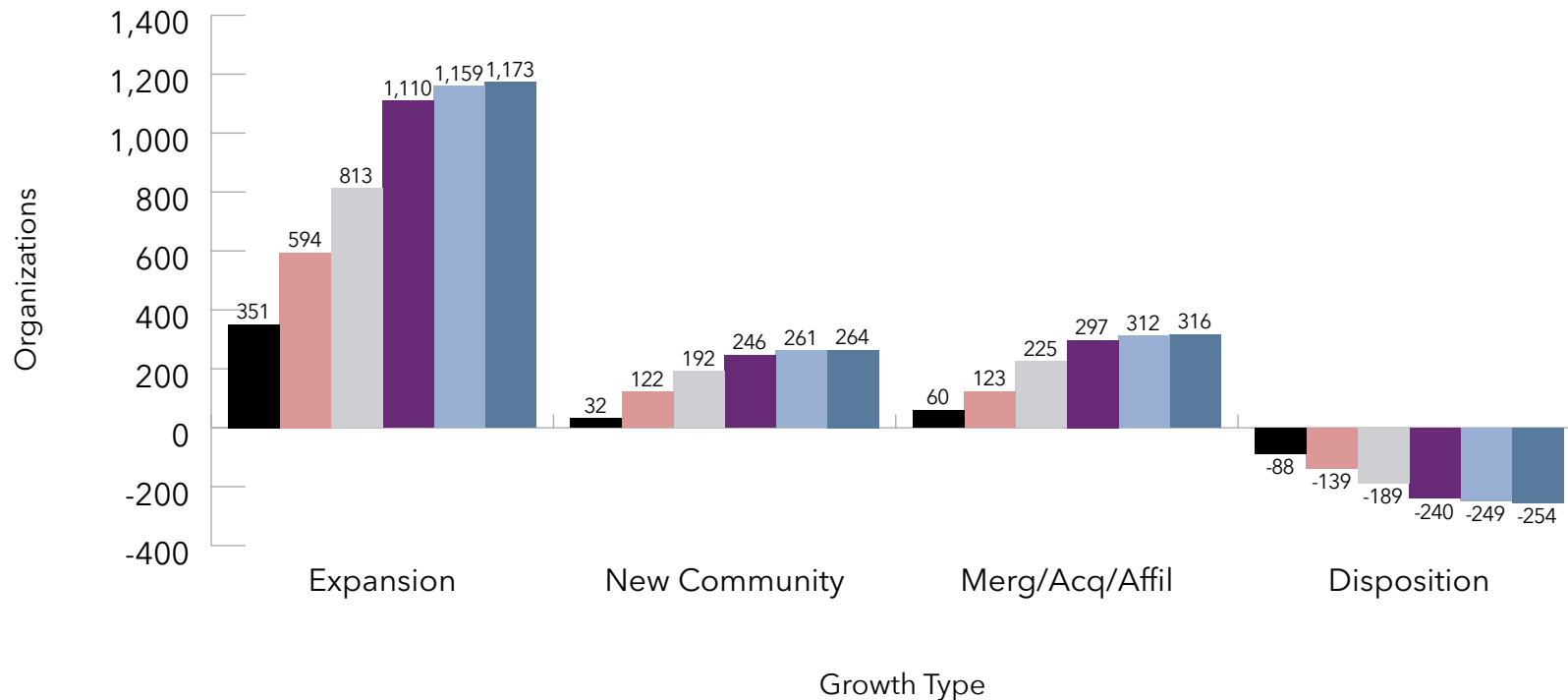
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Organizations

Number of Organizations Changing, by Growth Type, 2000 through 2021



KEY:

- Largest 10
- Largest 25
- Largest 50
- Largest 100
- Largest 150
- Largest 200

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

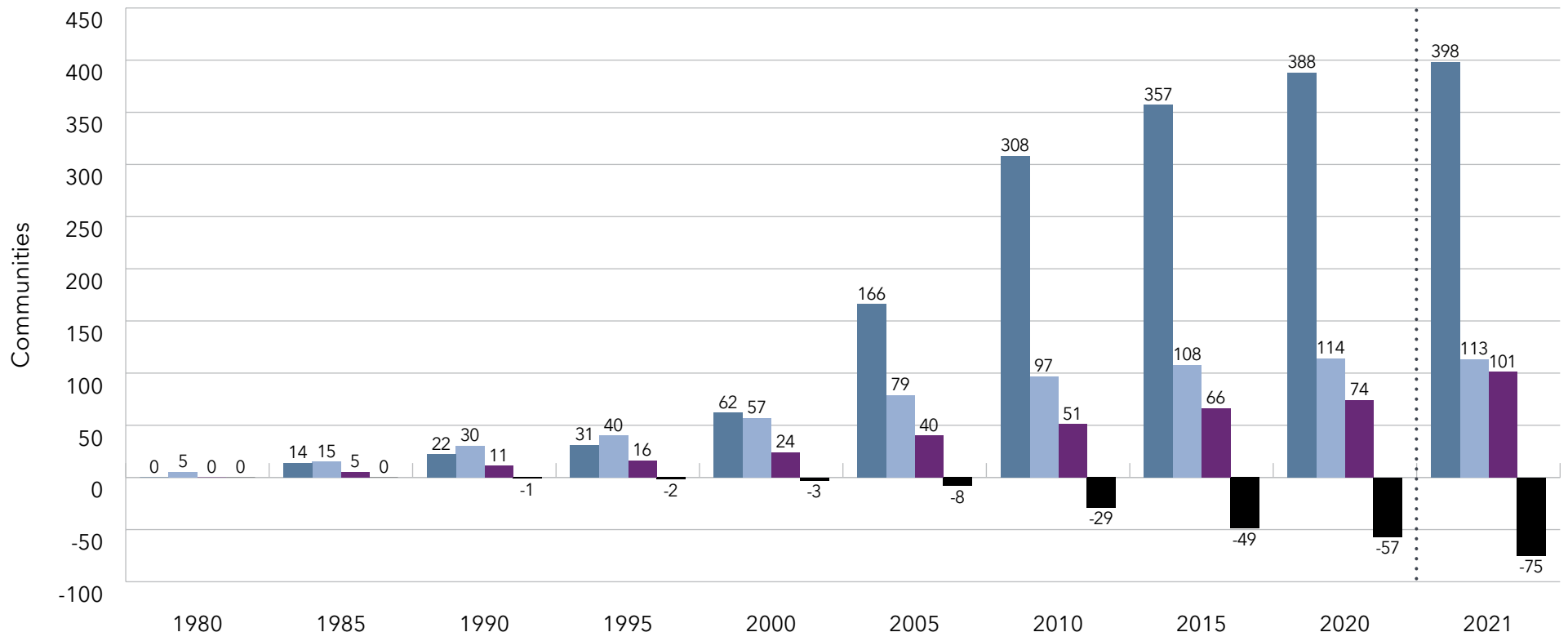
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Cumulative Growth of Largest 10 Systems



KEY: Expansion (dark blue), New Community (light blue), Merger/Aquisition/Affiliation (purple), Disposition (black)

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

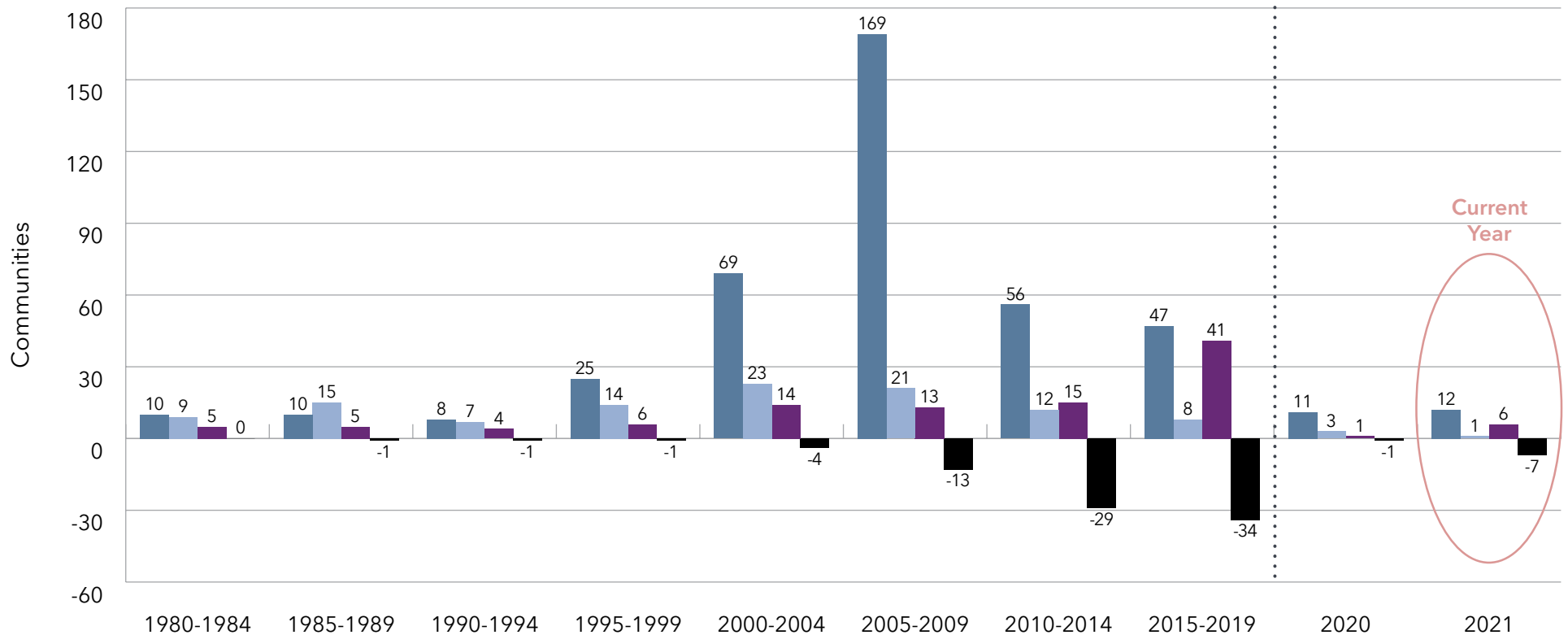
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Incremental Growth of Largest 10 Systems



KEY: Expansion (dark blue), New Community (light blue), Merger/Aquisition/Affiliation (purple), Disposition (black)

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

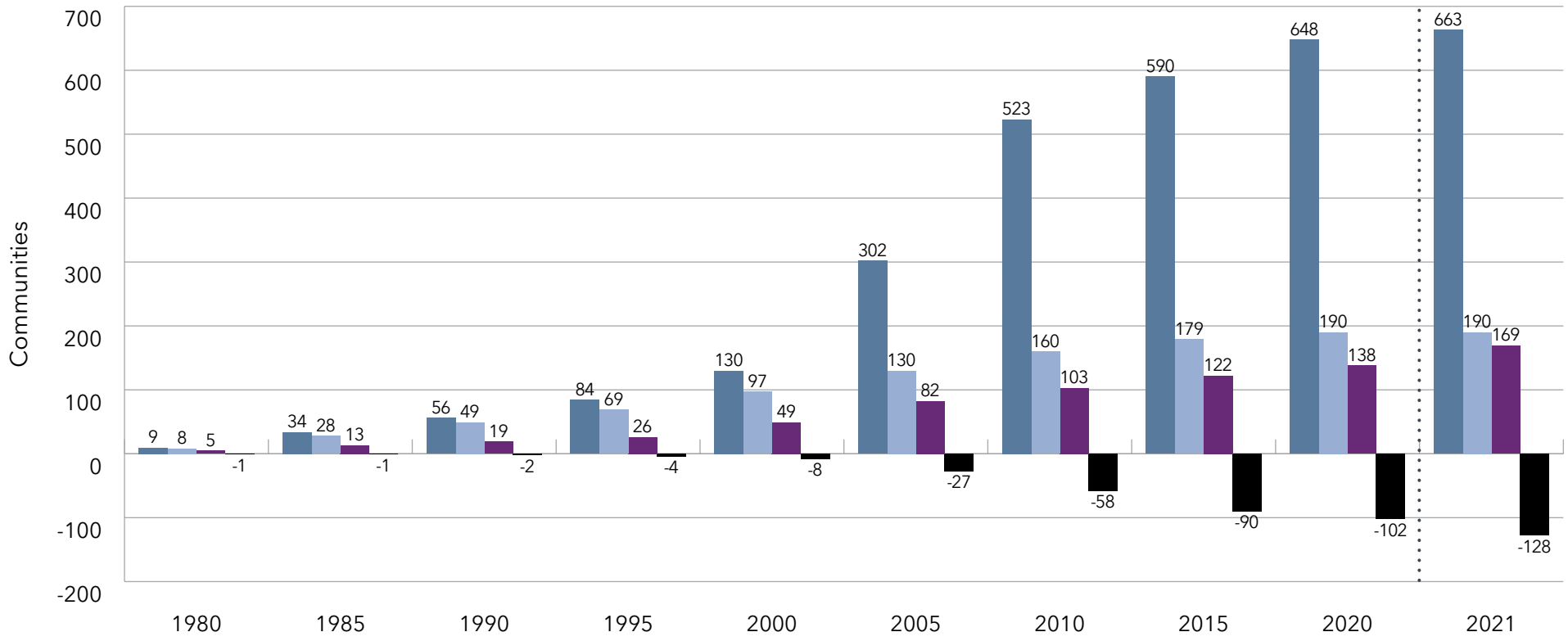
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, acquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Cumulative Growth of Largest 25 Systems



KEY: Expansion (dark blue), New Community (light blue), Merger/Aquisition/Affiliation (purple), Disposition (black)

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

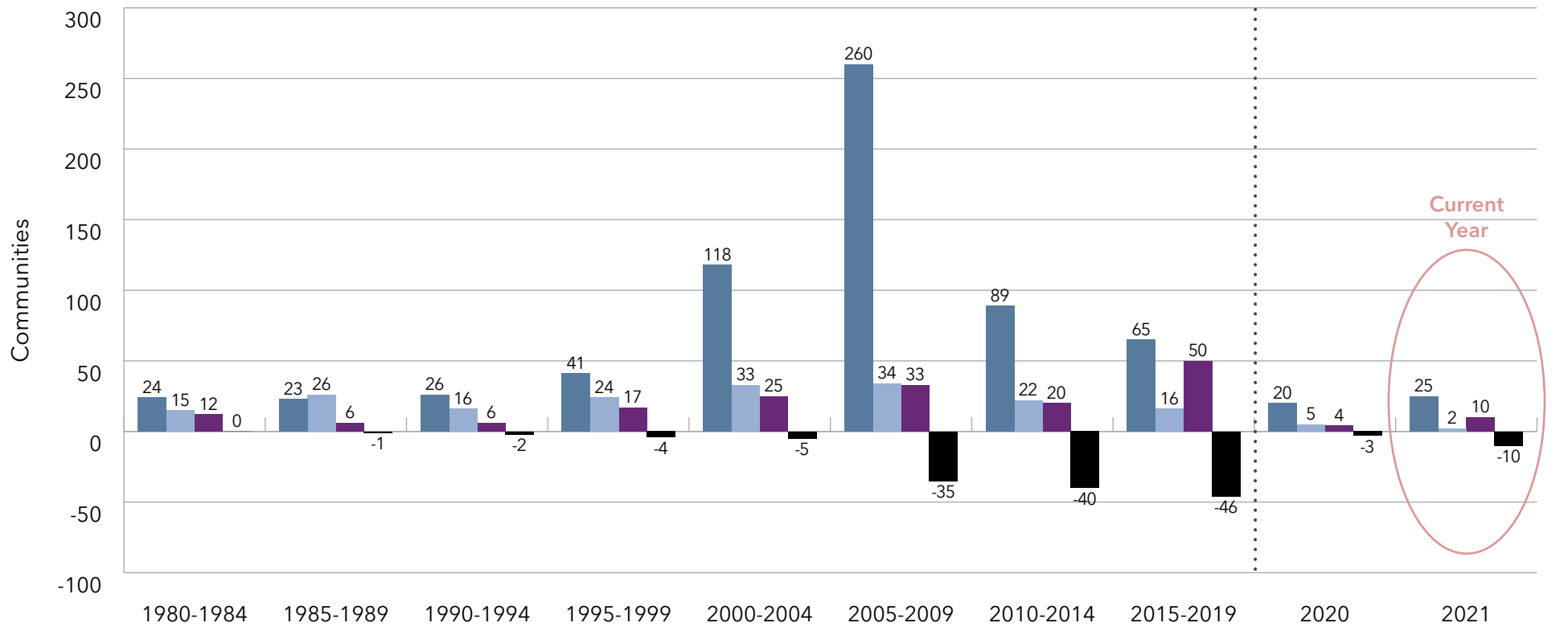
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Incremental Growth of Largest 25 Systems



KEY: Expansion (dark blue), New Community (light blue), Merger/Aquisition/Affiliation (purple), Disposition (black)

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

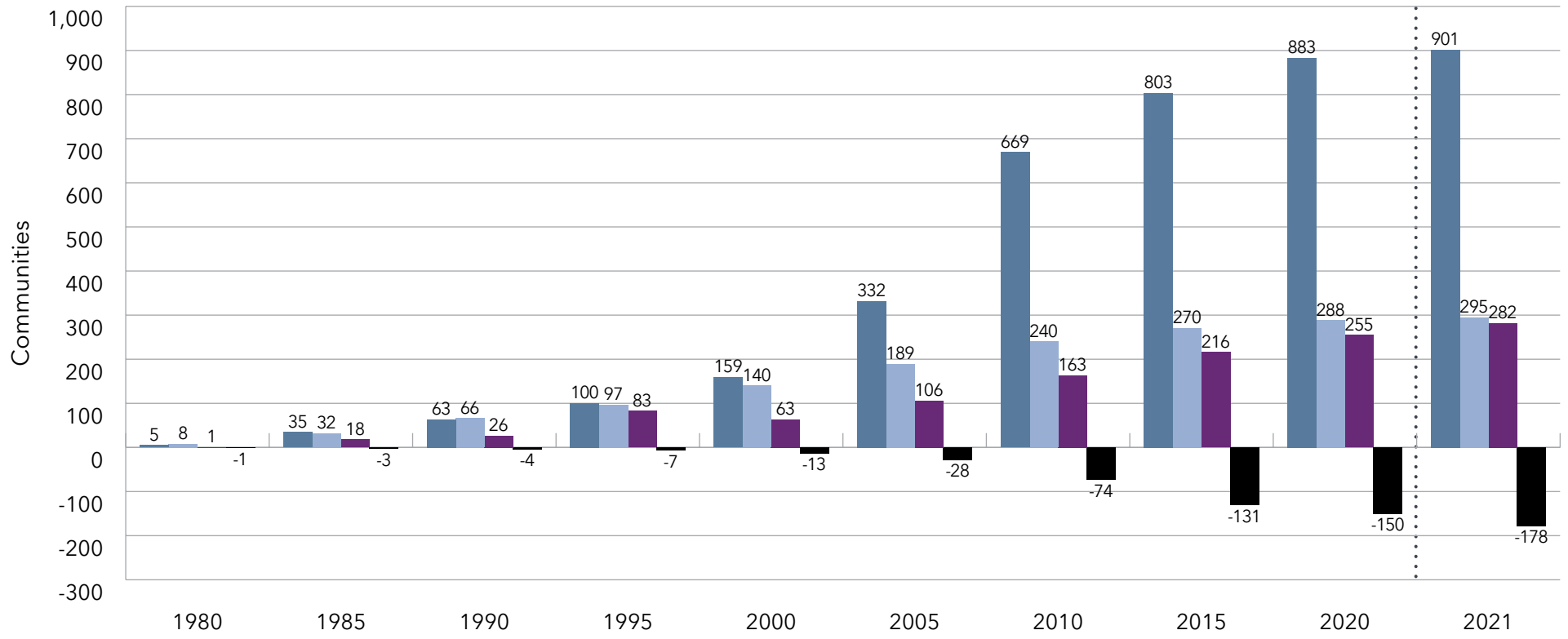
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Cumulative Growth of Largest 50 Systems



KEY:

- Expansion
- New Community
- Merger/Aquisition/Affiliation
- Disposition

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

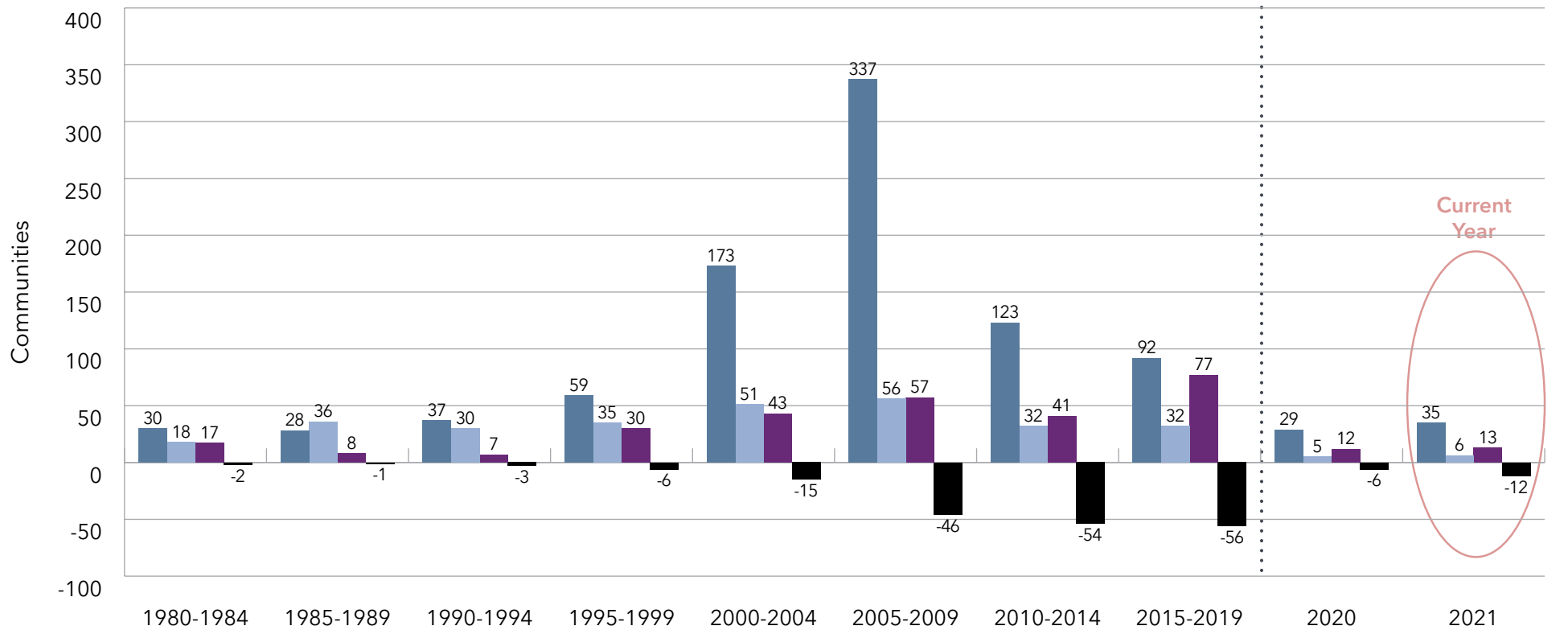
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Incremental Growth of Largest 50 Systems



KEY: Expansion (dark blue), New Community (light blue), Merger/Aquisition/Affiliation (purple), Disposition (black)

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

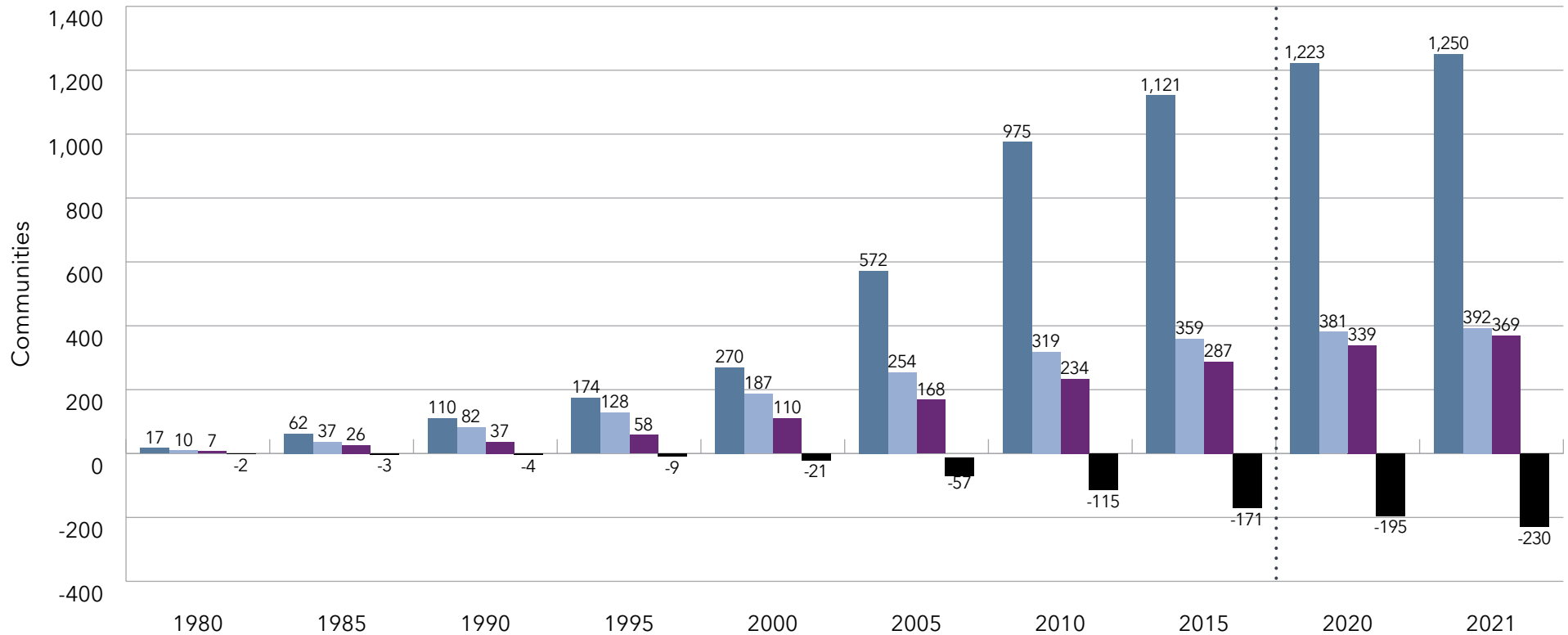
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, acquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Cumulative Growth of Largest 100 Systems



KEY:

- Expansion
- New Community
- Merger/Aquisition/Affiliation
- Disposition

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

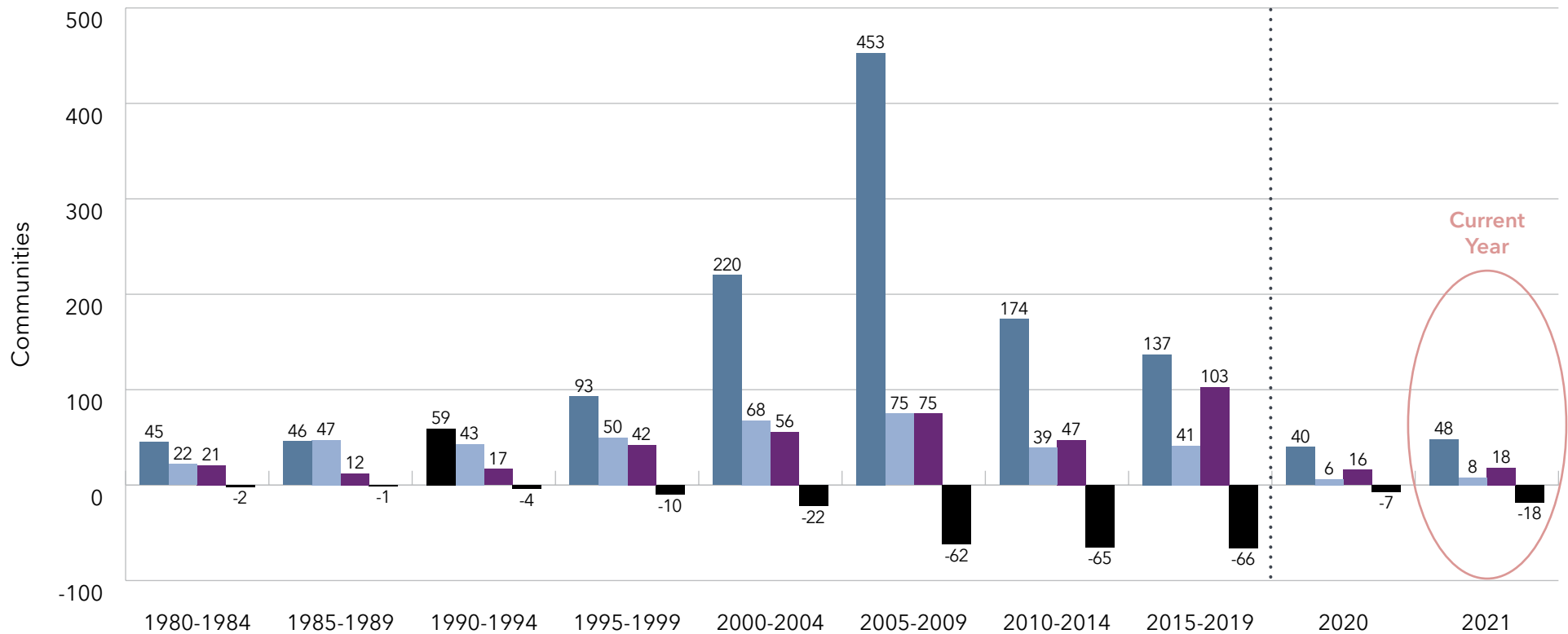
New Community: Growth by the addition of units through construction of a new location.

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, acquisition or affiliation.

Disposition: The sale or closure of a community.

Growth: Type of Growth by Communities

Incremental Growth of Largest 100 Systems



KEY:

- Expansion
- New Community
- Merger/Aquisition/Affiliation
- Disposition

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

New Community: Growth by the addition of units through construction of a new location.

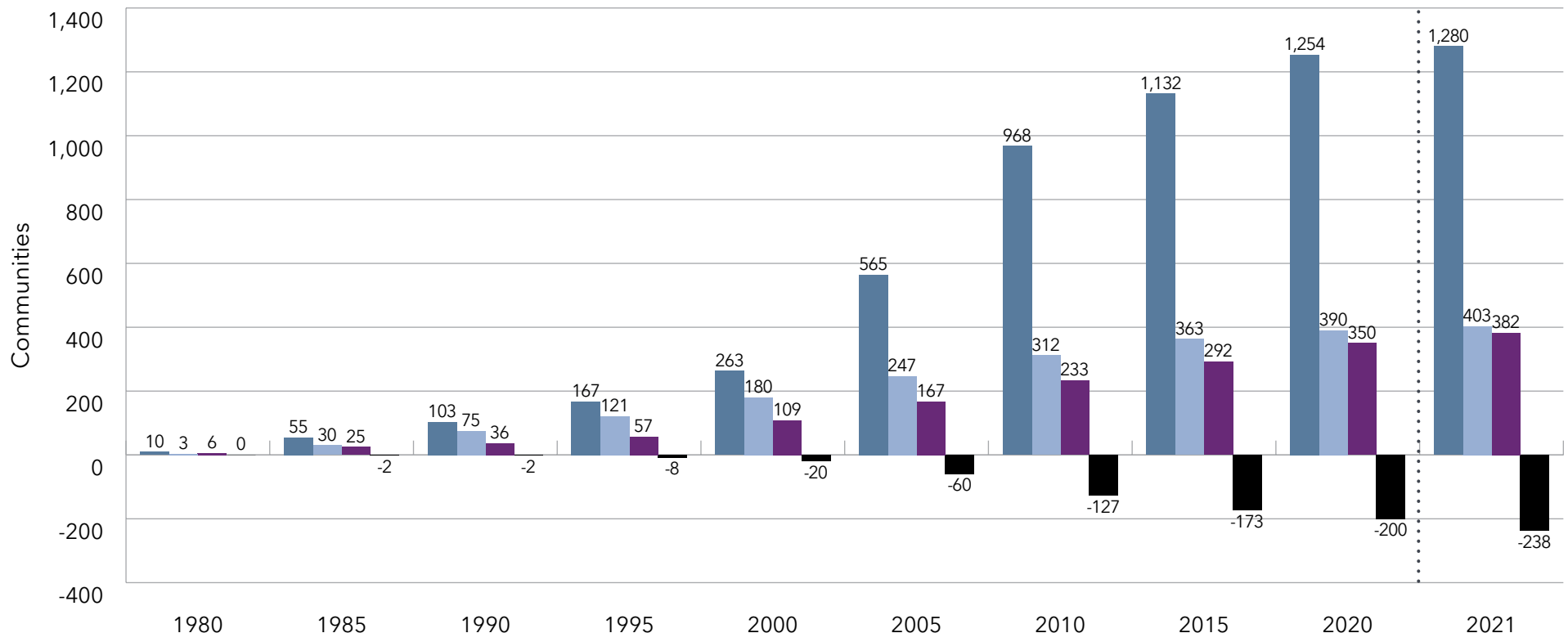
Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, acquisition or affiliation.

Disposition: The sale or closure of a community.

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Growth: Type of Growth of Communities

Cumulative Growth of Largest 150 Systems



KEY:

- Expansion
- New Community
- Merger/Aquisition/Affiliation
- Disposition

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

New Community: Growth by the addition of units through construction of a new location.

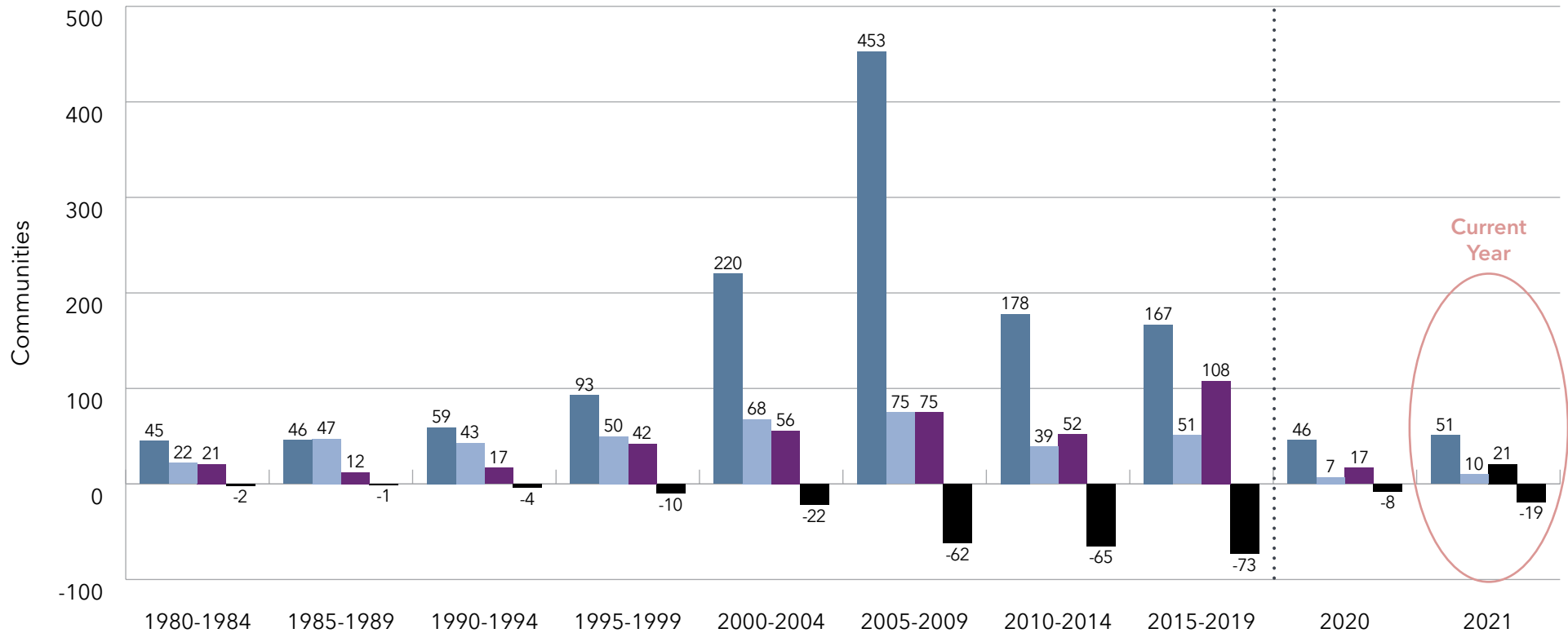
Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, aquisition or affiliation.

Disposition: The sale or closure of a community.

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Growth: Type of Growth by Communities

Incremental Growth of Largest 150 Systems



KEY:

- Expansion
- New Community
- Merger/Aquisition/Affiliation
- Disposition

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

New Community: Growth by the addition of units through construction of a new location.

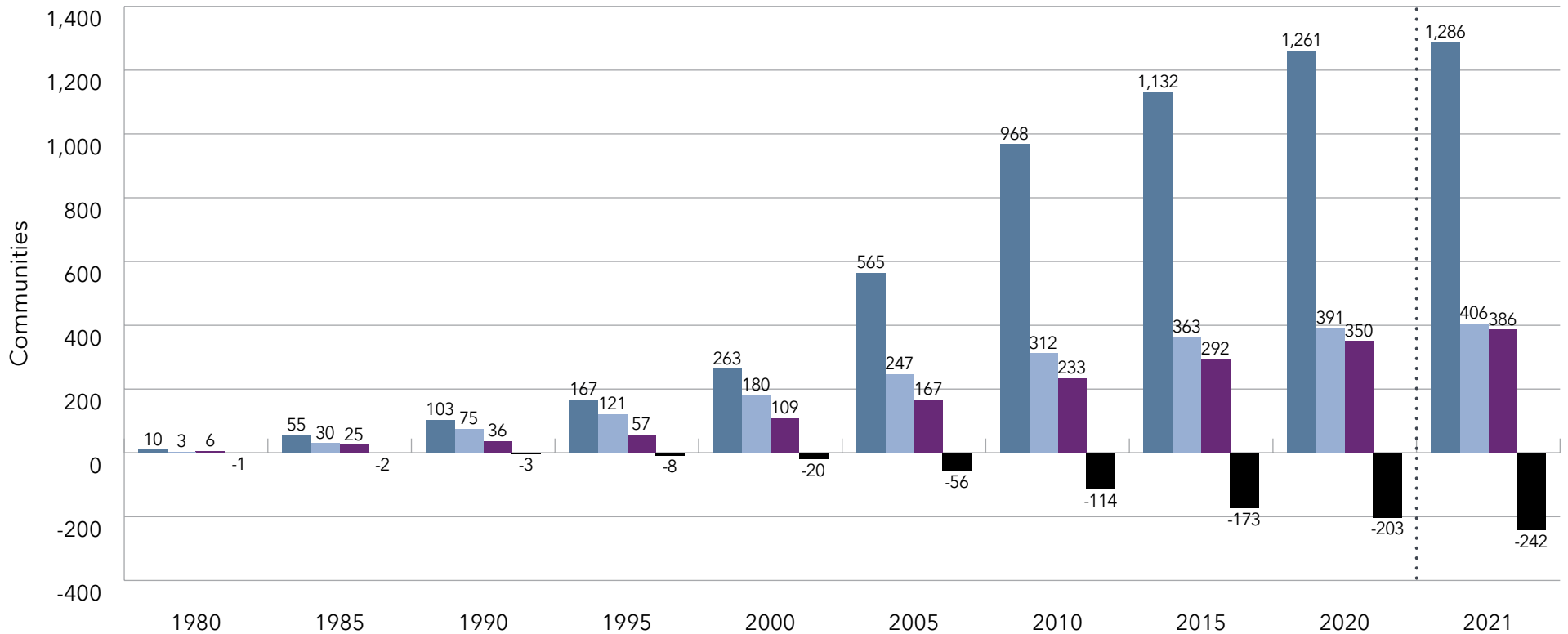
Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, acquisition or affiliation.

Disposition: The sale or closure of a community.

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Growth: Type of Growth by Communities

Cumulative Growth Of Largest 200 Systems



KEY:

- Expansion
- New Community
- Merger/Aquisition/Affiliation
- Disposition

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

New Community: Growth by the addition of units through construction of a new location.

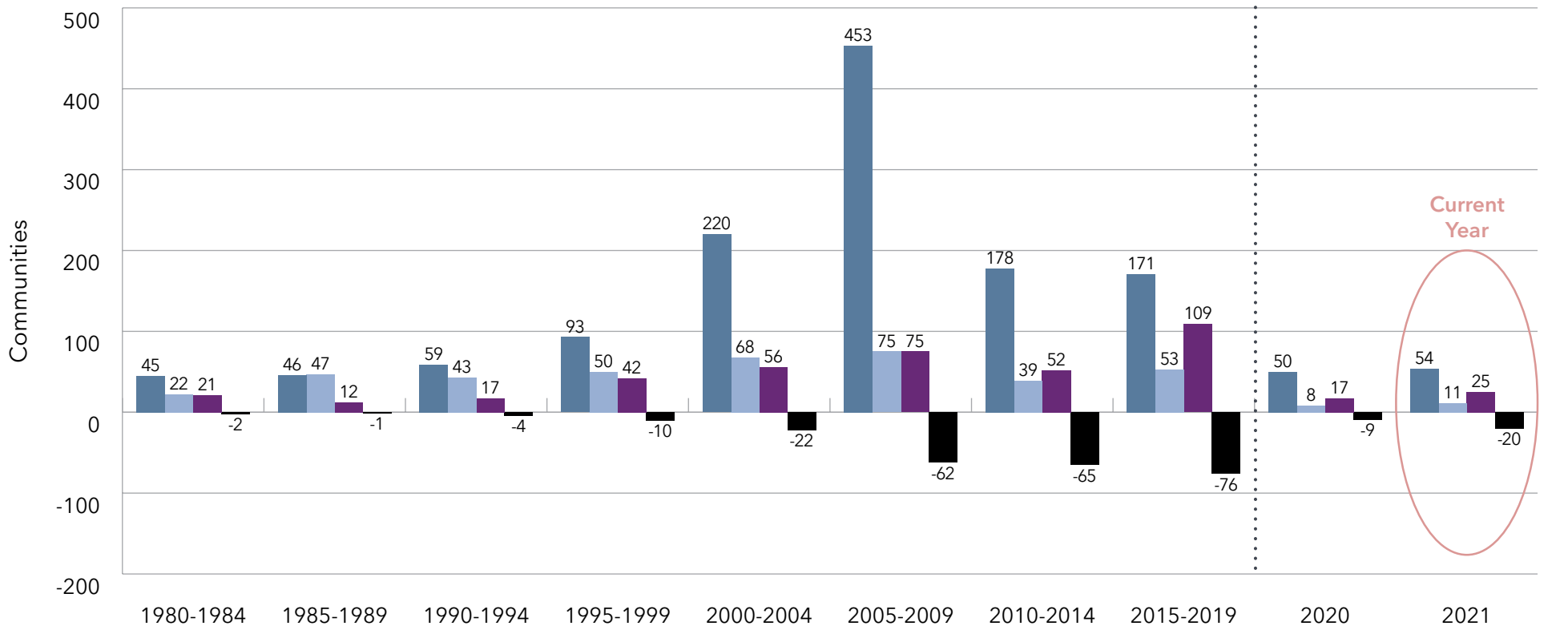
Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, acquisition or affiliation.

Disposition: The sale or closure of a community.

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Growth: Type of Growth by Communities

Incremental Growth Of Largest 200 Systems



KEY:

- Expansion
- New Community
- Merger/Aquisition/Affiliation
- Disposition

Expansion: The addition of new units to an existing community.
 Note: If a new community is added to an existing campus, this is also considered an expansion.

New Community: Growth by the addition of units through construction of a new location.

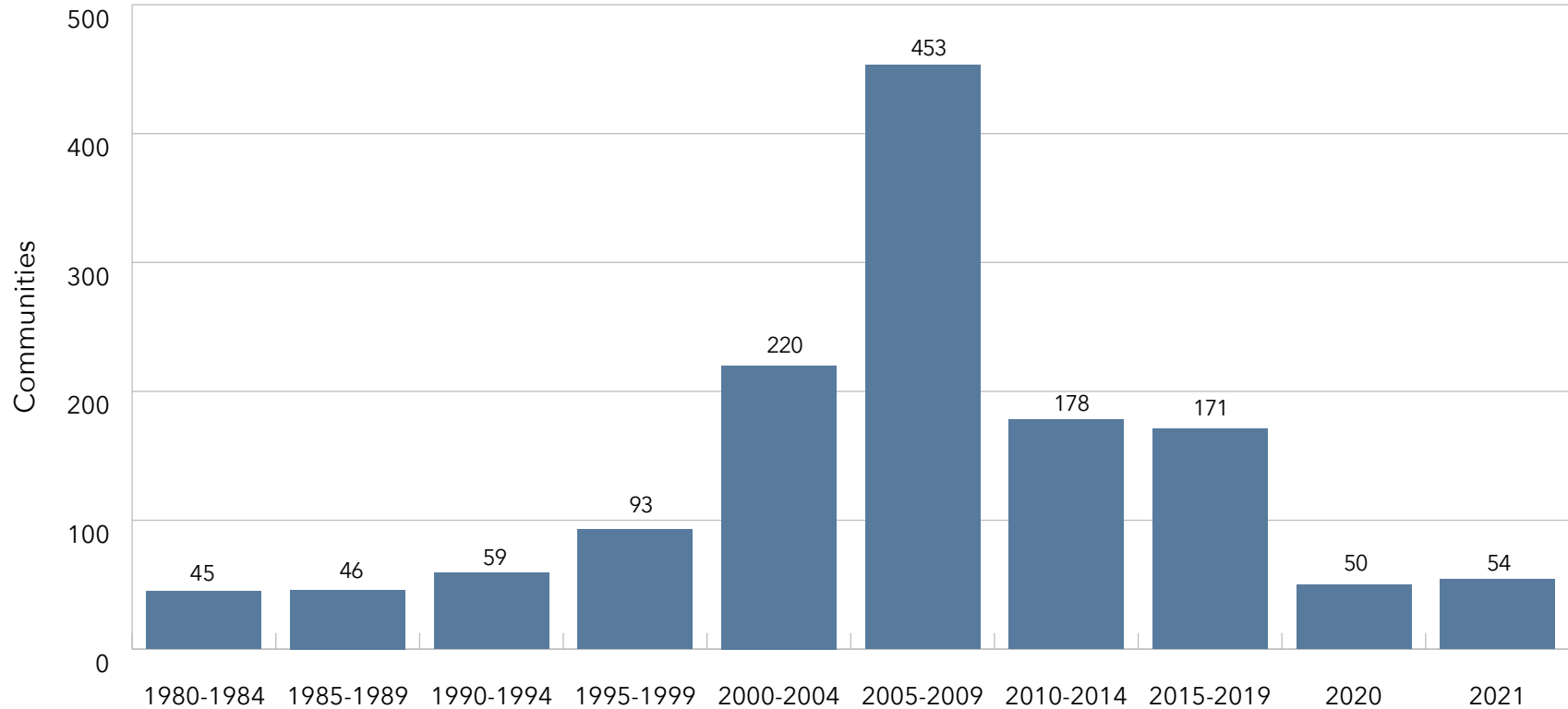
Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, acquisition or affiliation.

Disposition: The sale or closure of a community.

Note: Expansion to LZ 150 begins with data in year 2013 and Expansion to LZ 200 begins with data in year 2017.

Growth: Expansions

Historical Growth



KEY: ■ Expansion

Expansion: The addition of new units to an existing community.
Note: If a new community is added to an existing campus, this is also considered an expansion.

Growth: Expansions

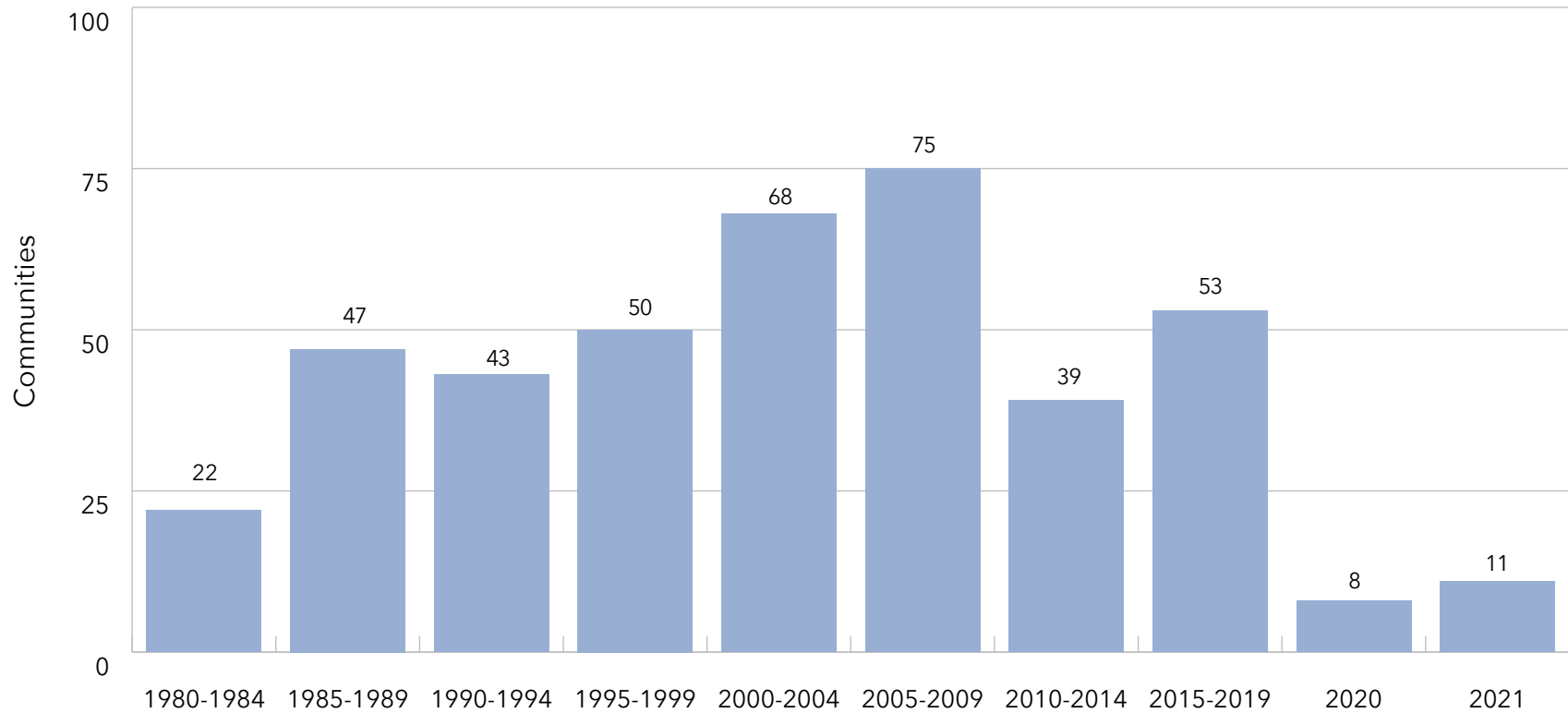
2021 Community Expansions

2022 Rank	System Name	Community	City	State	Community Type
1	National Senior Campuses, Inc.	Ashby Ponds	Loudoun	VA	LPC
1	National Senior Campuses, Inc.	Eagle's Trace	Houston	TX	LPC
1	National Senior Campuses, Inc.	Highland Springs	Dallas	TX	LPC
1	National Senior Campuses, Inc.	Wind Crest	Highland Springs	CO	LPC
4	Presbyterian Homes and Services	Founders ridge	Bloomington	MN	IL
4	Presbyterian Homes and Services	Mount Carmel Bluffs	Dubuque	IA	LPC
6	HumanGood	Rydal Waters	Jenkintown	PA	LPC
7	Covenant Living Communities & Services	Covenant Living of Cromwell	Cromwell	CT	LPC
8	Lifespace Communities, Inc.	Friendship Village of Bloomington	Bloomington	IL	LPC
11	Westminster Retirement Communities of Florida	Westminster Shores	St. Petersburg	FL	LPC
11	Westminster Retirement Communities of Florida	Winter Park	Winter Park	FL	LPC
19	Presbyterian Senior Living	Kirkland Village	Bethlehem	PA	LPC
20	Otterbein SeniorLife	Otterbein Franklin	Franklin	OH	LPC
20	Otterbein SeniorLife	Otterbein Pemberville	Pemberville	OH	LPC
21	Concordia Lutheran Ministries	Concordia at Villa St. Joseph	Baden	PA	LPC
25	Transforming Age	Skyline	Seattle	WA	LPC
32	Willow Valley Communities	Willow Valley Communities	Lancaster	PA	LPC
33	National Church Residences	First Community Village	Upper Arlington	OH	IL
40	BHI Senior Living, Inc.	Hoosier Village	Zionsville	IN	LPC
40	BHI Senior Living, Inc.	The Towne House	Fort Wayne	IN	LPC
62	National Lutheran Communities and Services	The Village at Rockville	Rockville	MD	LPC
71	Friendship Villages of St. Louis	Sunset Hills	Sunset Hills	MO	LPC
80	Eventide	Eventide The Linden	Moorhead	MN	AL
191	Clark Retirement Community, Inc.	Keller Lake Apartments	Kentwood	MI	IL

Note: Due to the high volume of expansions in 2021, the cut off was less than 25 total units. There were an additional 29 expansions in 2021.

Growth: New Communities

Historical Growth



KEY: ■ New Community

New Community: Growth by the addition of units through construction of a new location.

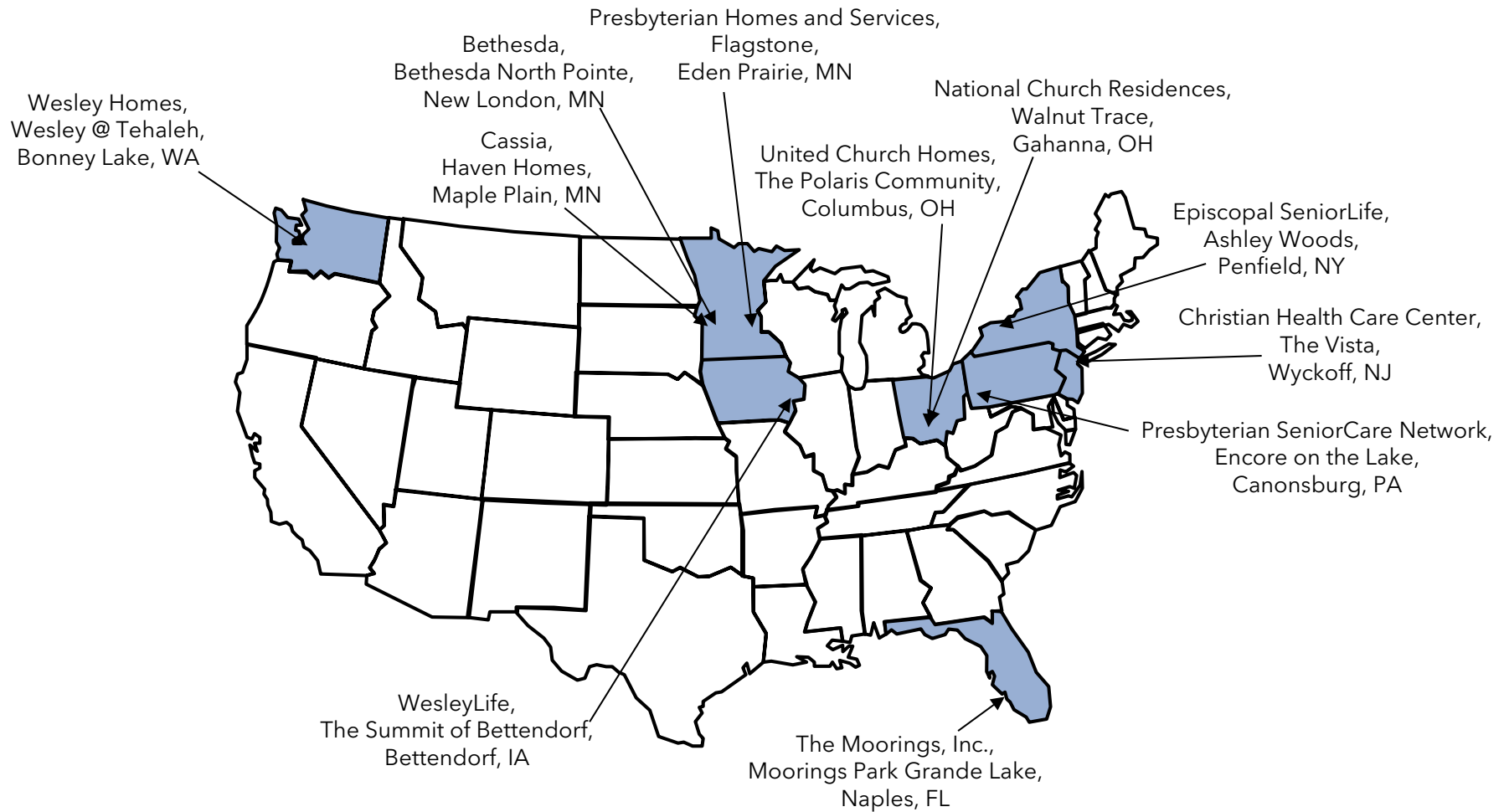
Growth: New Communities

2021 Community Openings

2022 Rank	System Name	Community	City	State	Community Type
4	Presbyterian Homes and Services	Flagstone	Eden Prairie	MN	LPC
16	Cassia	Haven Homes	Maple Plain	MN	AL
33	National Church Residences	Walnut Trace	Gahanna	OH	IL
34	WesleyLife	The Summit of Bettendorf	Bettendorf	IA	LPC
38	United Church Homes	The Polaris Community	Columbus	OH	IL
46	Presbyterian SeniorCare Network	Encore on the Lake	Canonsburg	PA	IL
73	Wesley Homes	Wesley @ Tehaleh	Bonney Lake	WA	IL
82	Christian Health Care Center	The Vista	Wyckoff	NJ	IL
114	The Moorings, Inc.	Moorings Park Grande Lake	Naples	FL	IL
136	Episcopal SeniorLife	Ashley Woods	Penfield	NY	AL
164	Bethesda	Bethesda North Pointe	New London	MN	IL

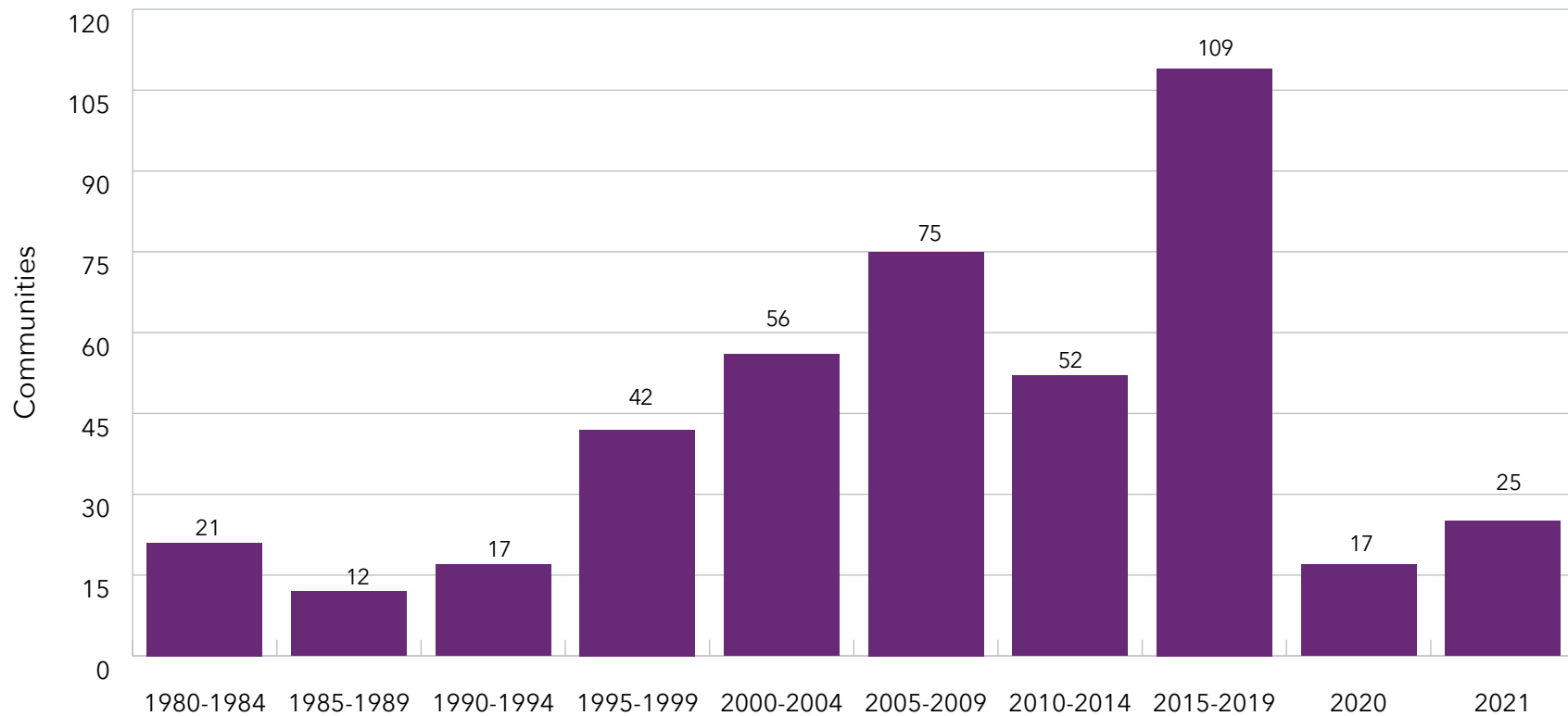
LPC = Life Care Community

Growth: New Communities 2021 Locations



Growth: Mergers/Acquisitions/Affiliations

Historical Growth

**KEY:**

 Merger/Aquisition/Affiliation

Merger/Aquisition/Affiliation: Growth of a multi-site organization by the addition of units through merger, acquisition or affiliation.

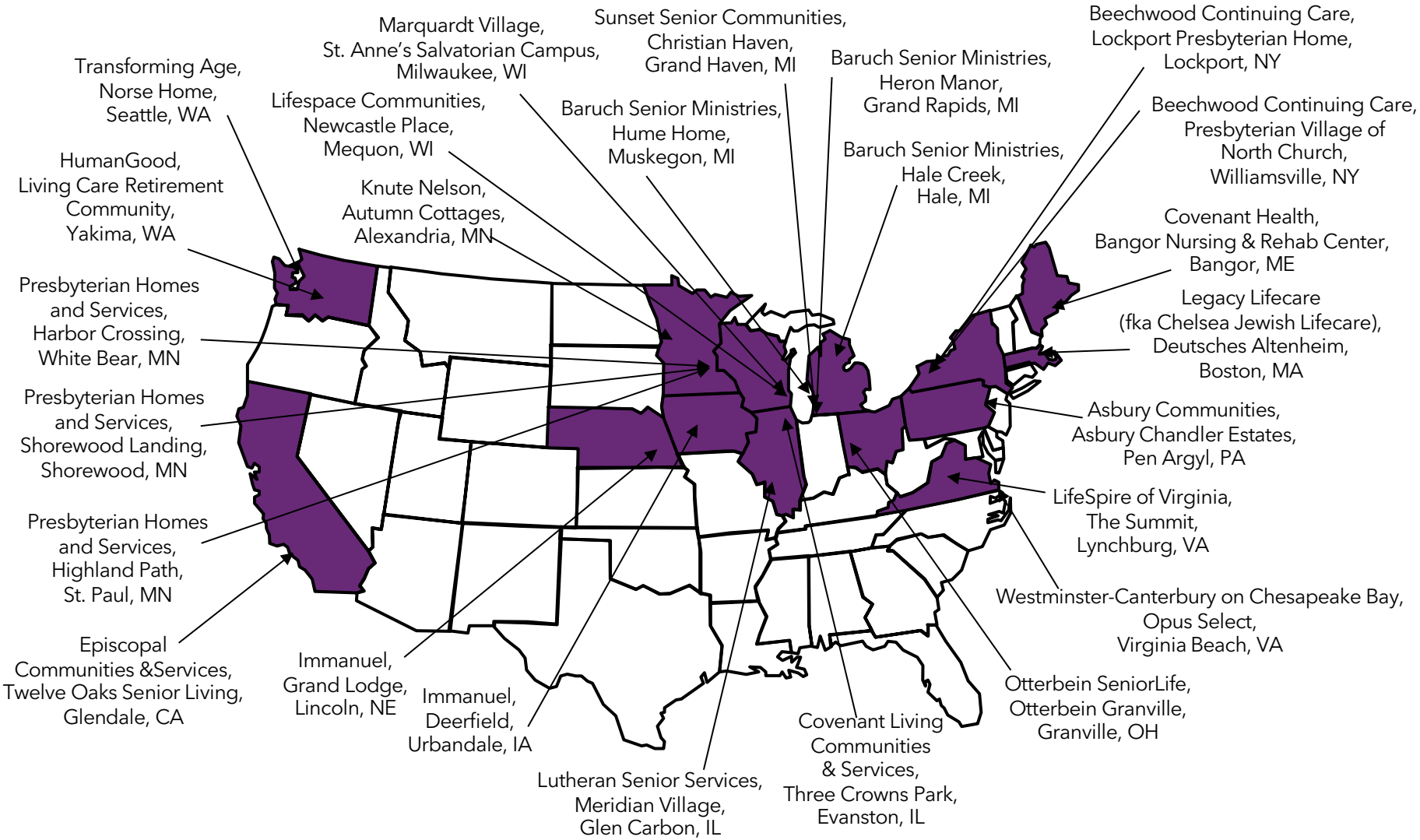
Growth: Mergers/Acquisitions/Affiliations

2021 Mergers/Acquisitions/Affiliations

2022 Rank	System Name	Community	City	State	Community Type
4	Presbyterian Homes and Services	Harbor Crossing	White Bear	MN	LPC
4	Presbyterian Homes and Services	Highland Path	St. Paul	MN	LPC
4	Presbyterian Homes and Services	Shorewood Landing	Shorewood	MN	LPC
6	HumanGood	Living Care Retirement Community	Yakima	WA	LPC
7	Covenant Living Communities & Services	Three Crowns Park	Evanston	IL	LPC
8	Lifespace Communities, Inc.	Newcastle Place	Mequon	WI	LPC
14	Lutheran Senior Services	Meridian Village	Glen Carbon	IL	AL
15	Asbury Communities	Asbury Chandler Estate	Pen Argyl	PA	IL
20	Otterbein SeniorLife	Otterbein Granville	Granville	OH	LPC
25	Transforming Age	Norse Home	Seattle	WA	AL
42	Covenant Health	Bangor Nursing & Rehabilitation Center	Bangor	ME	NH
47	Immanuel	Deerfield	Urbandale	IA	LPC
47	Immanuel	Grand Lodge	Lincoln	NE	IL
52	LifeSpire of Virginia	The Summit	Lynchburg	VA	LPC
79	Baruch Senior Ministries	Hale Creek	Hale	MI	AL
79	Baruch Senior Ministries	Heron Manor	Grand Rapids	MI	AL
79	Baruch Senior Ministries	Hume Home	Muskegon	MI	AL
81	Legacy Lifecare fka Chelsea Jewish Lifecare	Deutsches Altenheim	Boston	MA	NH
118	Westminster-Canterbury on Chesapeake Bay	Opus Select	Virginia Beach	VA	IL
125	Marquardt Village, Inc.	St. Anne's Salvatorian Campus	Milwaukee	WI	LPC
148	Sunset Senior Communities	Christian Haven	Grand Haven	MI	AL
152	Episcopal Coimmunities & Services	Twelve Oaks Senior Living	Glendale	CA	AL
179	Knute Nelson	Autumn Cottages	Alexandria	MN	AL
186	Beechwood Continuing Care, Inc.	Lockport Presbyterian Home	Lockport	NY	AL
186	Beechwood Continuing Care, Inc.	Presbyterian Village of North Church	Williamsville	NY	IL

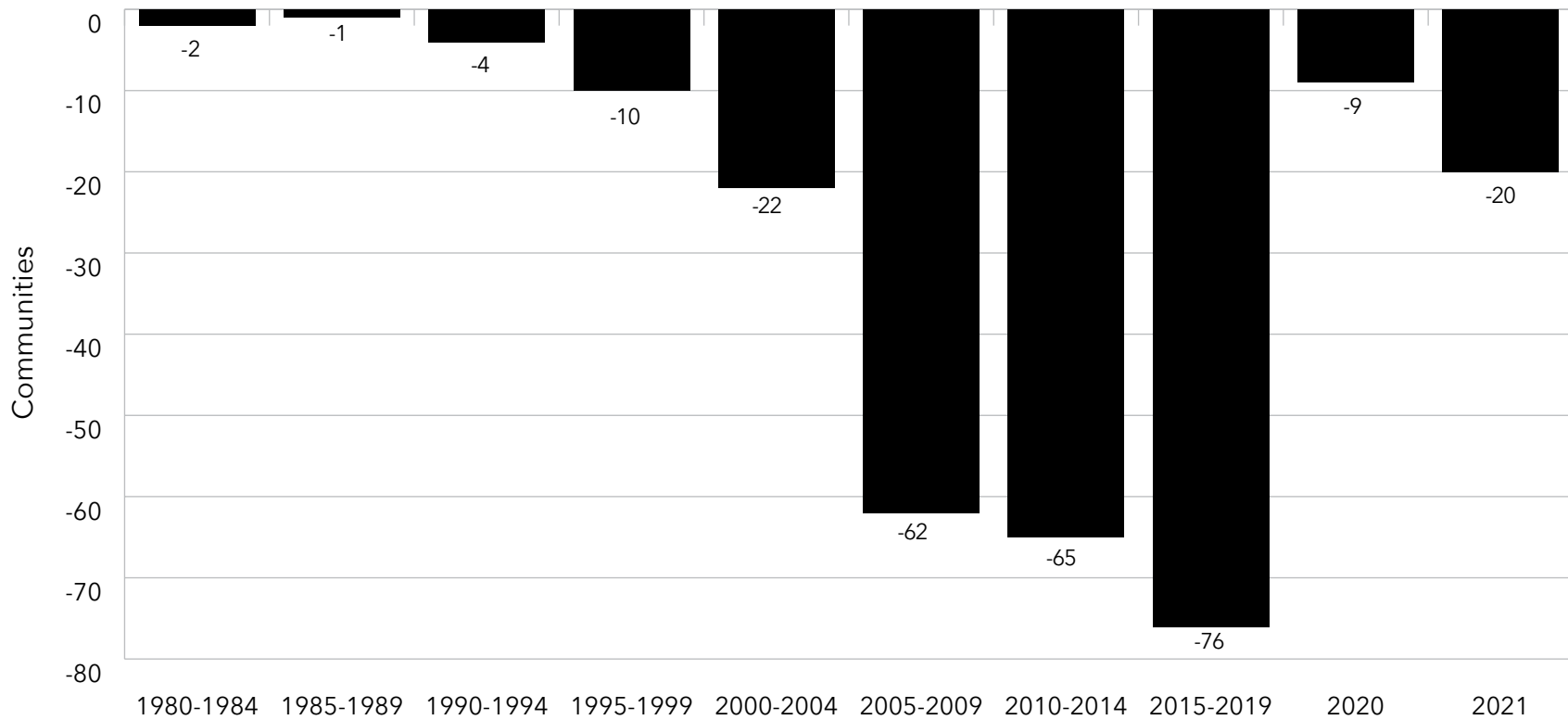
LPC = Life Care Community

Growth: Affiliations/Mergers/Acquisitions 2021 Locations



Growth: Dispositions

Historical Growth



KEY:  Disposition

Disposition: The sale or closure of a community.

Growth: Dispositions

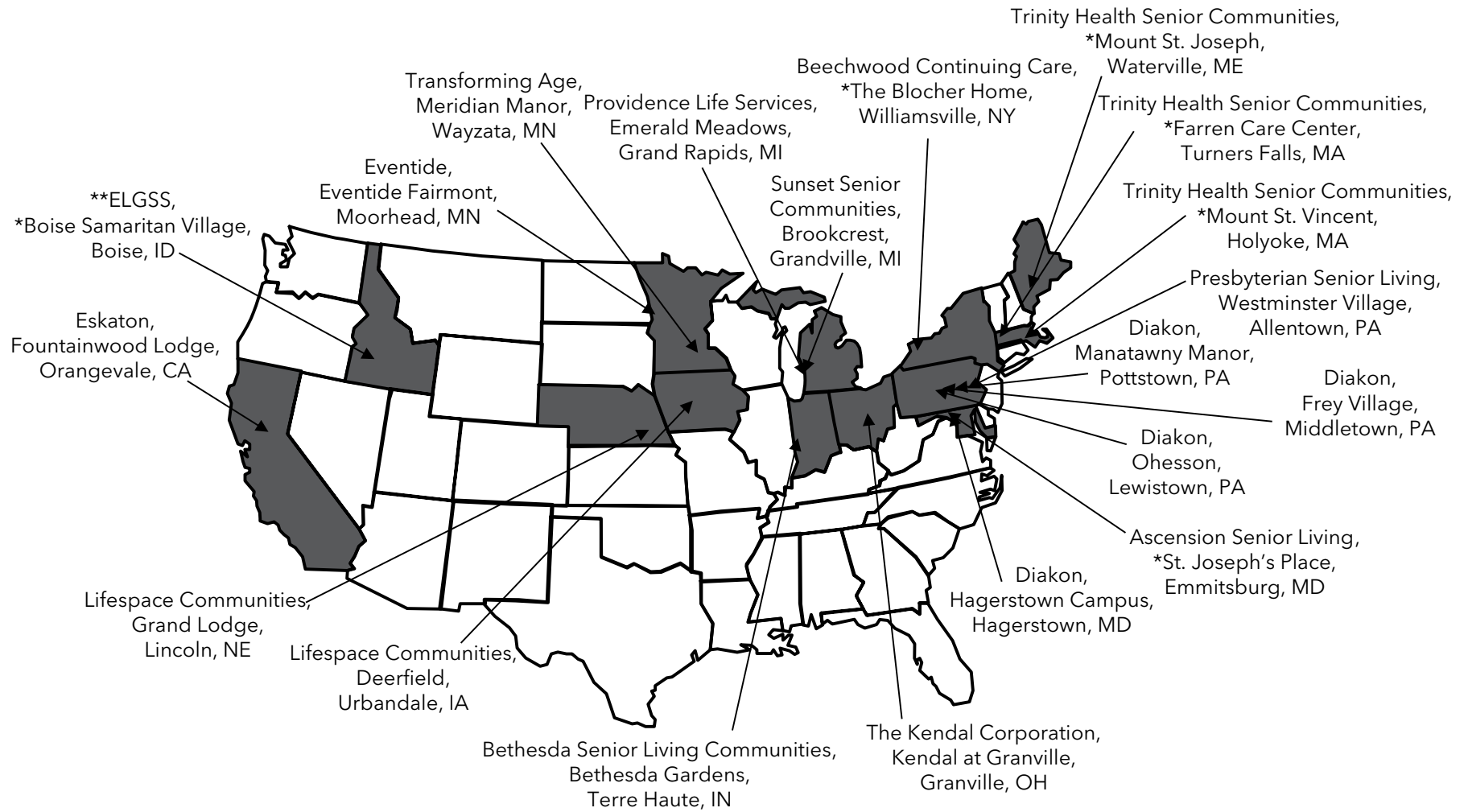
2021 Community Closures or Dispositions

2022 Rank	System Name	Community	City	State	Community Type
2	The Evangelical Lutheran Good Samaritan Society	Boise Samaritan Village	Boise	ID	NH
5	Ascension Senior Living	St. Joseph's Place	Emmitsburg	MD	NH
8	Lifespace Communities, Inc.	Deerfield	Urbandale	IA	LPC
8	Lifespace Communities, Inc.	Grand Lodge	Lincoln	NE	IL
9	Trinity Health Senior Communities	Farren Care Center	Turners Falls	MA	NH
9	Trinity Health Senior Communities	Mount St. Joseph	Waterville	ME	NH
9	Trinity Health Senior Communities	Mount St. Vincent	Holyoke	MA	NH
17	The Kendal Corporation	Kendal at Granville	Granville	OH	LPC
19	Presbyterian Senior Living	Westminster Village Allentown	Allentown	PA	LPC
25	Transforming Age	Meridian Manor	Wayzata	MN	AL
39	Bethesda Senior Living Communities	Bethesda Gardens	Terre Haute	IN	AL
47	Eskaton	Eskaton FountainWood Lodge	Orangevale	CA	AL
55	Providence Life Services	Emerald Meadows	Grand Rapids	MI	AL
66	Diakon	Frey Village	Middletown	PA	LPC
66	Diakon	Hagerstown Campus	Hagerstown	MD	LPC
66	Diakon	Manatawny Manor	Pottstown	PA	LPC
66	Diakon	Ohesson	Lewistown	PA	LPC
80	Eventide	Eventide Fairmont	Moorhead	MN	AL
148	Sunset Senior Communities	Brookcrest	Grandville	MI	NH
186	Beechwood Continuing Care, Inc.	The Blocher Home	Williamsville	NY	AL

LPC = Life Care Community

Growth: Dispositions

2021 Locations



Of the 20 Dispositions:

* 6 Closures

13 Sold

1 Affiliation

**ELGSS - Evangelical Lutheran Good Samaritan Society

Chapter 6

Additional Listings

Additional listings have been added to LZ 200 since its inaugural publication: single-campus senior living, largest individual campuses, and multi-site senior living that include affordable housing units. While some of the organizations on these lists may also appear in LZ 200, these lists are composed of LeadingAge members that fit within these specific categories. Like the rest of the LZ 200, these are quantitative, not qualitative, listings. It should be noted that the single-campus senior living listings have increased to the largest 150 and extends to the Over 150.

Single-Campus Senior Living Communities

A single-campus senior living community offers care at one location, or campus (Chart 6-1a). The single-campus communities are ranked by number of units. The single-campus organizations listed in Chapter 6.1a-e are not part of a system, but are single-site organizations. These organizations may offer additional services, such as home-based care in the greater community, but oversee only one facility-based operation. The clear majority of these organizations are Life Plan Communities.

Chart 6-1c shows that 60% of these organizations offer some type of home-based care, either to residents or to individuals in the greater community. Figure 6-1d reveals that the majority of these organizations have adopted Electronic Medical/Health Records (EMR/EHR) and Electronic Point of Care/Point of Service (POC/POS) Documentation Systems.

Largest Individual Campuses

Added back in the publication in 2019 is a listing of the largest 150 not-for-profit campuses in the country, regardless of whether they are a single-campus community or part of a multi-site organization within the LZ 200 (Chart 6-1f). The largest campus, Riderwood Village (MD), has a total of 2,159 market-rate units.

Systems by Total Market-Rate and Affordable Units

Chart 6-2 presents an aggregate ranking of unit types, market rate, and affordable. This type of ranking better reflects the size and scope of each organization that provides residential options for seniors of varying income levels. For example, National Church Residences is ranked as LZ 200 #33 **(Primary Ranking)** with 2,078 total market-rate units while the organization is ranked #1 with 22,985 total affordable housing units. By aggregating these two categories of seniors housing, the organization is the largest among the LZ 200 with 25,063 total units.



Additional Listings: Single-Campus Senior Living Communities

The Nation's 150 Largest Not-for-Profit Single-Campus Senior Living Organizations

2022 Rank	Campus	City	State	Summary of Market Rate Units (as of 12/31/21)				% ILU	% ALU	% NCB
				Total	ILU	ALU	NCB			
1	Shell Point Retirement Community	Fort Myers	FL	1,893	1,334	361	198	70.5%	19.1%	10.5%
2	Charlestown Community	Catonsville	MD	1,815	1,484	125	206	81.8%	6.9%	11.3%
3	John Knox Village	Lee's Summit	MO	1,509	1,074	182	253	71.2%	12.1%	16.8%
4	The Hebrew Home at Riverdale	Riverdale	NY	1,004	134	0	870	13.3%	0.0%	86.7%
5	Cross Keys Village - The Brethren Home Community	New Oxford	PA	983	590	123	270	60.0%	12.5%	27.5%
6	Panorama	Lacey	WA	961	778	43	140	81.0%	4.5%	14.6%
7	John Knox Village of FL	Pompano Beach	FL	899	653	62	184	72.6%	6.9%	20.5%
8	Brethren Village	Lititz	PA	858	577	141	140	67.2%	16.4%	16.3%
9	Mennonite Home Communities	Lancaster	PA	816	531	125	160	65.1%	15.3%	19.6%
10	Westminster Canterbury Richmond	Richmond	VA	783	487	138	158	62.2%	17.6%	20.2%
11	Charles E. Smith Life Communities	Rockville	MD	783	149	78	556	19.0%	10.0%	71.0%
12	Friendship Village Tempe	Tempe	AZ	780	561	91	128	71.9%	11.7%	16.4%
13	Lakeview Village	Lenexa	KS	717	533	26	158	74.3%	3.6%	22.0%
14	Glencroft Center for Modern Aging	Glendale	AZ	710	386	99	225	54.4%	13.9%	31.7%
15	Rolling Green Village	Greenville	SC	707	585	50	72	82.7%	7.1%	10.2%
16	Fleet Landing	Atlantic Beach	FL	690	482	118	90	69.9%	17.1%	13.0%
17	Beatitudes Campus	Phoenix	AZ	688	495	121	72	71.9%	17.6%	10.5%
18	Atlantic Shores Cooperative Association	Virginia Beach	VA	671	555	66	50	82.7%	9.8%	7.5%
19	John Knox Village of Central Florida	Orange City	FL	654	455	49	150	69.6%	7.5%	22.9%
20	Carolina Meadows, Inc.	Chapel Hill	NC	647	483	78	86	74.7%	12.1%	13.3%
21	Miami Jewish Health	Miami	FL	637	99	100	438	15.5%	15.7%	68.8%
22	Tel Hai Retirement Community	Honey Brook	PA	635	406	100	129	63.9%	15.7%	20.3%
23	Army Residence Community	San Antonio	TX	634	465	78	91	73.3%	12.3%	14.4%
24	Mary's Woods at Marylhurst, Inc.	Lake Oswego	OR	629	481	148	0	76.5%	23.5%	0.0%
25	La Posada at Park Centre, Inc.	Green Valley	AZ	624	489	135	0	78.4%	21.6%	0.0%

Additional Listings: Single-Campus Senior Living Communities (Continued)

The Nation's 150 Largest Not-for-Profit Single-Campus Senior Living Organizations

2022 Rank	Campus	City	State	Summary of Market Rate Units (as of 12/31/21)				% ILU	% ALU	% NCB
				Total	ILU	ALU	NCB			
26	VMP	West Allis	WI	624	294	180	150	47.1%	28.8%	24.0%
27	Copeland Oaks	Sebring	OH	621	320	125	176	51.5%	20.1%	28.3%
28	Twin Lakes Community	Burlington	NC	606	434	68	104	71.6%	11.2%	17.2%
29	Springmoor Life Care Retirement Community	Raleigh	NC	588	397	34	157	67.5%	5.8%	26.7%
30	Kirby Pines Lifecare Community	Memphis	TN	580	396	94	90	68.3%	16.2%	15.5%
31	Jewish Senior Living Group	San Francisco	CA	580	0	202	378	0.0%	34.8%	65.2%
32	Richfield Living	Salem	VA	567	97	226	244	17.1%	39.9%	43.0%
33	St. Camillus	Wauwatosa	WI	551	285	199	67	51.7%	36.1%	12.2%
34	Masonic Care Community of New York	Utica	NY	551	151	80	320	27.4%	14.5%	58.1%
35	Mennonite Home of Albany, Inc.	Albany	OR	543	322	126	95	59.3%	23.2%	17.5%
36	Casa de las Campanas	San Diego	CA	540	371	72	97	68.7%	13.3%	18.0%
37	Royal Oaks Retirement Community	Sun City	AZ	535	360	175	0	67.3%	32.7%	0.0%
38	Aldersgate United Methodist Retirement Community, Inc.	Charlotte	NC	532	301	106	125	56.6%	19.9%	23.5%
39	Paradise Valley Estates	Fairfield	CA	531	391	80	60	73.6%	15.1%	11.3%
40	Pine Run Retirement Community	Doylestown	PA	527	291	146	90	55.2%	27.7%	17.1%
41	Cypress Cove at HealthPark Florida	Fort Myers	FL	526	374	88	64	71.1%	16.7%	12.2%
42	CC Young	Dallas	TX	517	223	166	128	43.1%	32.1%	24.8%
43	The Lutheran Home	Cape Girardeau	MO	515	137	115	263	26.6%	22.3%	51.1%
44	The Advent Christian Village	Dowling Park	FL	510	309	40	161	60.6%	7.8%	31.6%
45	Carolina Village, Inc	Hendersonville	NC	504	386	60	58	76.6%	11.9%	11.5%
46	Deerfield Episcopal Retirement Community, Inc.	Asheville	NC	501	377	62	62	75.2%	12.4%	12.4%
47	Londonderry Village	Palmyra	PA	500	374	38	88	74.8%	7.6%	17.6%
48	Riddle Village	Media	PA	495	360	49	86	72.7%	9.9%	17.4%
49	Bridgewater Retirement Community	Bridgewater	VA	495	270	98	127	54.5%	19.8%	25.7%
50	The Estates at Carpenters	Lakeland	FL	493	372	49	72	75.5%	9.9%	14.6%

Additional Listings: Single-Campus Senior Living Communities (Continued)

The Nation's 150 Largest Not-for-Profit Single-Campus Senior Living Organizations

2022 Rank	Campus	City	State	Summary of Market Rate Units (as of 12/31/21)				% ILU	% ALU	% NCB
				Total	ILU	ALU	NCB			
51	Marquette	Indianapolis	IN	493	314	77	102	63.7%	15.6%	20.7%
52	Crane's Mill Retirement Community	West Caldwell	NJ	493	270	114	109	54.8%	23.1%	22.1%
53	The Wesleyan Homes	Georgetown	TX	488	262	84	142	53.7%	17.2%	29.1%
54	Williamsburg Landing Inc.	Williamsburg	VA	487	317	97	73	65.1%	19.9%	15.0%
55	Moravian Manor Communities	Lititz	PA	480	303	58	119	63.1%	12.1%	24.8%
56	Monterea, Inc.	Tulsa	OK	478	331	73	74	69.2%	15.3%	15.5%
57	Virginia Mennonite Retirement Community	Harrisonburg	VA	472	266	86	120	56.4%	18.2%	25.4%
58	Horizon House	Seattle	WA	468	378	90	0	80.8%	19.2%	0.0%
59	Epworth Villa	Oklahoma City	OK	467	264	116	87	56.5%	24.8%	18.6%
60	Indiana Masonic Home at Compass Park	Franklin	IN	466	203	96	167	43.6%	20.6%	35.8%
61	Cornwall Manor	Cornwall	PA	465	333	36	96	71.6%	7.7%	20.6%
62	Masonic Village At Burlington	Burlington	NJ	463	233	87	143	50.3%	18.8%	30.9%
63	O'Connor Woods	Stockton	CA	461	245	116	100	53.1%	25.2%	21.7%
64	Homestead Village, Inc.	Lancaster	PA	460	374	26	60	81.3%	5.7%	13.0%
65	Falcons Landing	Sterling	VA	459	328	71	60	71.5%	15.5%	13.1%
66	White Horse Village	Newtown Square	PA	458	331	68	59	72.3%	14.8%	12.9%
67	St. Mark Village	Palm Harbor	FL	458	253	128	77	55.2%	27.9%	16.8%
68	Waterman Village	Mount Dora	FL	456	259	77	120	56.8%	16.9%	26.3%
69	The Wesley Community	Saratoga Springs	NY	456	60	40	356	13.2%	8.8%	78.1%
70	Mercy Ridge, Inc.	Timonium	MD	455	408	47	0	89.7%	10.3%	0.0%
71	Meadowood	Worcester	PA	453	340	54	59	75.1%	11.9%	13.0%
72	Lutheran Social Services of Upstate New York	Jamestown	NY	446	136	96	214	30.5%	21.5%	48.0%
73	Orlando Senior Health Network	Orlando	FL	444	189	87	168	42.6%	19.6%	37.8%
74	St. Paul Homes	Greenville	PA	442	106	144	192	24.0%	32.6%	43.4%
75	Seabury	Bloomfield	CT	440	252	116	72	57.3%	26.4%	16.4%

Additional Listings: Single-Campus Senior Living Communities (Continued)

The Nation's 150 Largest Not-for-Profit Single-Campus Senior Living Organizations

2022 Rank	Campus	City	State	Summary of Market Rate Units (as of 12/31/21)				% ILU	% ALU	% NCB
				Total	ILU	ALU	NCB			
76	North Hill	Needham	MA	438	321	45	72	73.3%	10.3%	16.4%
77	Greenwood Village South	Greenwood	IN	436	260	45	131	59.6%	10.3%	30.0%
78	Westminster	Austin	TX	435	328	22	85	75.4%	5.1%	19.5%
79	Carol Woods Retirement	Chapel Hill	NC	434	315	89	30	72.6%	20.5%	6.9%
80	The Trezevant Episcopal Home	Memphis	TN	434	226	104	104	52.1%	24.0%	24.0%
81	Arbor Acres United Methodist Retirement Community, Inc.	Winston-Salem	NC	433	253	97	83	58.4%	22.4%	19.2%
82	Peter Becker Community	Harleysville	PA	430	295	63	72	68.6%	14.7%	16.7%
83	Mease Life Inc. fka Mease Manor	Dunedin	FL	430	194	136	100	45.1%	31.6%	23.3%
84	Pennswood Village	Newtown	PA	428	332	43	53	77.6%	10.0%	12.4%
85	The Highlands at Wyomissing	Wyomissing	PA	428	282	66	80	65.9%	15.4%	18.7%
86	The Forum at Rancho San Antonio	Cupertino	CA	425	319	58	48	75.1%	13.6%	11.3%
87	Westminster Village Inc.	Bloomington	IL	423	243	84	96	57.4%	19.9%	22.7%
88	Dunwoody Village	Newtown Square	PA	422	260	81	81	61.6%	19.2%	19.2%
89	Laurel Lake Retirement Community	Hudson	OH	421	290	56	75	68.9%	13.3%	17.8%
90	Capital Manor	Salem	OR	419	302	117	0	72.1%	27.9%	0.0%
91	The Glenridge on Palmer Ranch, Inc.	Sarasota	FL	414	304	49	61	73.4%	11.8%	14.7%
92	Oak Hammock at the University of Florida	Gainesville	FL	412	269	70	73	65.3%	17.0%	17.7%
93	Broadmead, Inc.	Cockeysville	MD	411	301	40	70	73.2%	9.7%	17.0%
94	Good Samaritan Home of Quincy	Quincy	IL	409	180	26	203	44.0%	6.4%	49.6%
95	Fellowship Community	Whitehall	PA	406	151	134	121	37.2%	33.0%	29.8%
96	Well-Spring A Life Plan Community	Greensboro	NC	401	261	70	70	65.1%	17.5%	17.5%
97	EdenHill Communities, Inc	New Braunfels	TX	401	147	67	187	36.7%	16.7%	46.6%
98	Bay Village of Sarasota, Inc.	Sarasota	FL	399	282	22	95	70.7%	5.5%	23.8%
99	Peconic Landing	Greeneport	NY	398	296	42	60	74.4%	10.6%	15.1%
100	Westminster Canterbury of Lynchburg	Lynchburg	VA	398	239	54	105	60.1%	13.6%	26.4%

Additional Listings: Single-Campus Senior Living Communities (Continued)

The Nation's 150 Largest Not-for-Profit Single-Campus Senior Living Organizations

2022 Rank	Campus	City	State	Summary of Market Rate Units (as of 12/31/21)				% ILU	% ALU	% NCB
				Total	ILU	ALU	NCB			
101	Quarryville Presbyterian Retirement Community	Quarryville	PA	398	219	69	110	55.0%	17.3%	27.6%
102	Pleasant View Communities	Manheim	PA	398	188	95	115	47.2%	23.9%	28.9%
103	Westminster Village North	Terre Haute	IN	397	158	91	148	39.8%	22.9%	37.3%
104	Still Hopes (South Carolina Episcopal Home at Still Hopes)	West Columbia	SC	394	278	46	70	70.6%	11.7%	17.8%
105	Willamette View Inc	Portland	OR	393	300	87	6	76.3%	22.1%	1.5%
106	Brandermill Woods	Midlothian	VA	393	274	59	60	69.7%	15.0%	15.3%
107	Kahala Nui	Honolulu	HI	393	270	63	60	68.7%	16.0%	15.3%
108	Fellowship Senior Living	Basking Ridge	NJ	392	257	81	54	65.6%	20.7%	13.8%
109	Galloway Ridge	Pittsboro	NC	391	300	51	40	76.7%	13.0%	10.2%
110	Frasier	Boulder	CO	390	298	38	54	76.4%	9.7%	13.8%
111	Westminster-Canterbury of the Blue Ridge	Charlottesville	VA	390	281	57	52	72.1%	14.6%	13.3%
112	Salemtowne	Winston Salem	NC	390	224	66	100	57.4%	16.9%	25.6%
113	Bishop Gadsden Episcopal Retirement Community	Charleston	SC	389	268	74	47	68.9%	19.0%	12.1%
114	Elim Park Baptist Home, Inc.	Cheshire	CT	389	257	42	90	66.1%	10.8%	23.1%
115	Mt. San Antonio Gardens	Pomona	CA	388	248	82	58	63.9%	21.1%	14.9%
116	Foulkeways at Gwynedd	Gwynedd	PA	387	252	89	46	65.1%	23.0%	11.9%
117	eliseo fka Tacoma Lutheran Retirement Community	Tacoma	WA	387	146	54	187	37.7%	14.0%	48.3%
118	The Pines at Whiting	Manchester	NJ	385	232	87	66	60.3%	22.6%	17.1%
119	Southminster, Inc.	Charlotte	NC	384	299	25	60	77.9%	6.5%	15.6%
120	Friendship Village of Dublin	Dublin	OH	383	304	29	50	79.4%	7.6%	13.1%
121	The Hill at Whitemarsh	Lafayette Hill	PA	382	294	28	60	77.0%	7.3%	15.7%
122	The Osborn	Rye	NY	382	195	103	84	51.0%	27.0%	22.0%
123	Jefferson's Ferry	South Setauket	NY	381	261	60	60	68.5%	15.7%	15.7%
124	Snyder Village	Metamora	IL	381	210	65	106	55.1%	17.1%	27.8%
125	Warm Hearth Village	Blacksburg	VA	380	170	150	60	44.7%	39.5%	15.8%

Additional Listings: Single-Campus Senior Living Communities (Continued)

The Nation's 150 Largest Not-for-Profit Single-Campus Senior Living Organizations

2022 Rank	Campus	City	State	Summary of Market Rate Units (as of 12/31/21)				% ILU	% ALU	% NCB
				Total	ILU	ALU	NCB			
126	Butterfield Trail Village, Inc	Fayetteville	AR	376	274	15	87	72.9%	4.0%	23.1%
127	The Meth-Wick Community	Cedar Rapids	IA	376	247	60	69	65.7%	16.0%	18.4%
128	Friendship Village of Kalamazoo	Kalamazoo	MI	372	232	83	57	62.4%	22.3%	15.3%
129	St. James Place	Baton Rouge	LA	372	216	66	90	58.1%	17.7%	24.2%
130	Tabor Hills Healthcare	Naperville	IL	368	104	95	169	28.3%	25.8%	45.9%
131	Friendship Haven	Fort Dodge	IA	367	108	104	155	29.4%	28.3%	42.2%
132	Peabody Retirement Community	North Manchester	IN	367	57	118	192	15.5%	32.2%	52.3%
133	Village On The Isle	Venice	FL	365	237	64	64	64.9%	17.5%	17.5%
134	The Pines at Davidson	Davidson	NC	364	250	30	84	68.7%	8.2%	23.1%
135	Dallas Retirement Village	Dallas	OR	364	158	85	121	43.4%	23.4%	33.2%
136	Evergreen Retirement Community	Oshkosh	WI	363	203	80	80	55.9%	22.0%	22.0%
137	Brewster Place	Topeka	KS	356	231	28	97	64.9%	7.9%	27.2%
138	Brethren Hillcrest Homes	La Verne	CA	356	225	72	59	63.2%	20.2%	16.6%
139	Westerwood fka Friendship Village of Columbus	Columbus	OH	356	201	80	75	56.5%	22.5%	21.1%
140	Penney Retirement Community	Fleming Island	FL	355	230	75	50	64.8%	21.1%	14.1%
141	Pennybyrn at Maryfield, Inc.	High Point	NC	353	180	48	125	51.0%	13.6%	35.4%
142	Atherton Baptist Homes	Alhambra	CA	352	217	36	99	61.6%	10.2%	28.1%
143	Brookhaven at Lexington	Lexington	MA	350	290	48	12	82.9%	13.7%	3.4%
144	Niagara Lutheran Health System	Lancaster	NY	349	92	97	160	26.4%	27.8%	45.8%
145	Wake Robin	Shelburne	VT	348	250	41	57	71.8%	11.8%	16.4%
146	Meadowlark Hills	Manhattan	KS	348	167	47	134	48.0%	13.5%	38.5%
147	Plymouth Place Inc.	La Grange Park	IL	346	182	78	86	52.6%	22.5%	24.9%
148	Sunnyside Village	Sarasota	FL	342	226	56	60	66.1%	16.4%	17.5%
149	The Mayflower Retirement Community	Winter Park	FL	339	248	31	60	73.2%	9.1%	17.7%
150	Nazareth Living Center	St. Louis	MO	335	100	114	121	29.9%	34.0%	36.1%
								60.3%	17.0%	22.7%

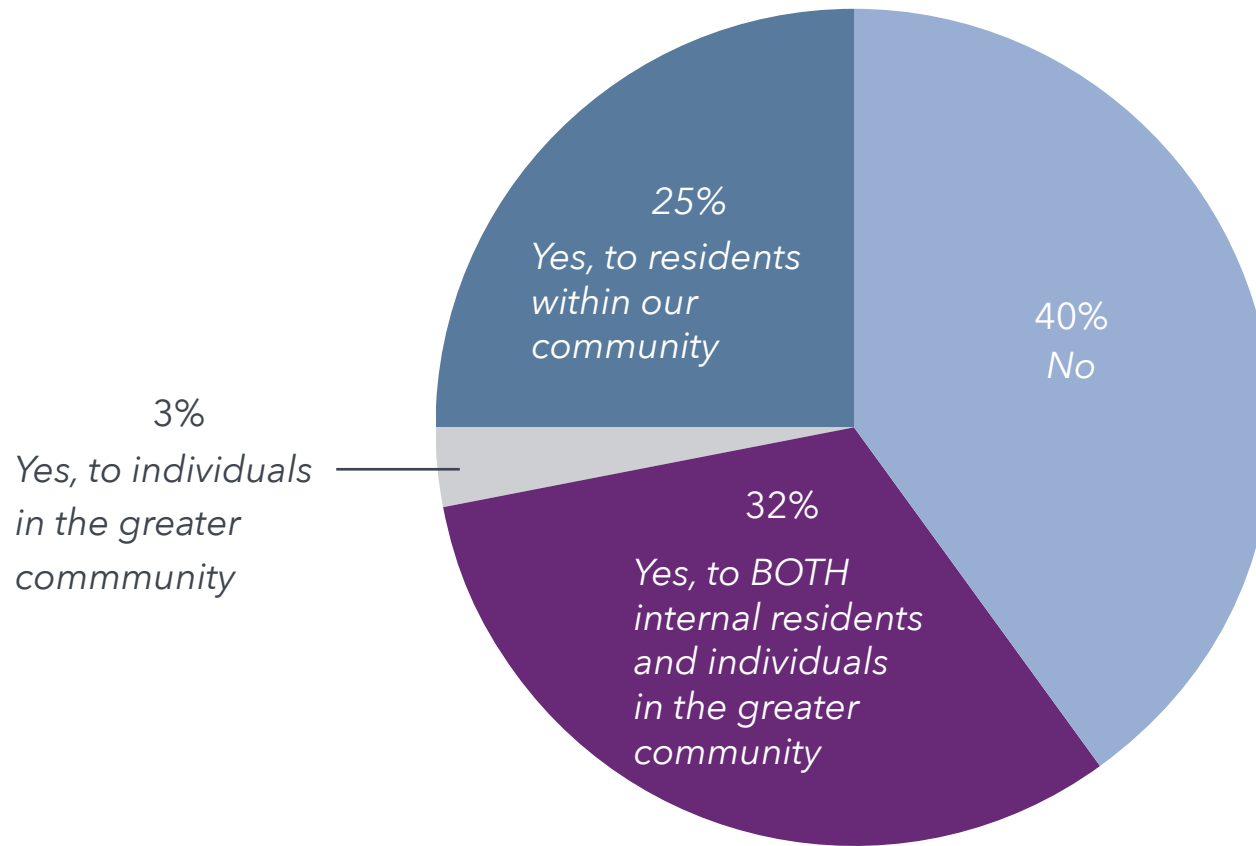
Additional Listings: Single-Campus Senior Living Communities The Over 150

The LZ 150 stops at the 150th largest single-site campus, leaving a number of senior living communities just beyond the list's cut-off. The Over 150 represents organizations ranked from 151-200.

Over 150 (333 to 300 Total Units)	Over 150 (300 to 256 Total Units)
Attic Angel Community (WI)	Bartels Lutheran Home (IA)
Beacon Hill at Eastgate (MI)	Baywood Court (CA)
Carleton-Willard Homes, Inc. (MA)	Bishop Drumm Retirement Center (IA)
Carlyle Place (GA)	Brevillier Village (PA)
Edgewood (MA)	Burcham Hills (MI)
Foxdale Village (PA)	California Armenian Home and The Vineyards (CA)
Frederick Living (PA)	Canterbury-on-the-Lake (MI)
Friendsview Retirement Community (OR)	Cedar Crest, Inc. (WI)
Ginger Cove (MD)	Church of Christ Care Center (MI)
Hartsfield Village (IN)	Clement Manor (WI)
Shenandoah Valley Westminster-Canterbury (VA)	Duncaster (CT)
Sierra Winds (AZ)	Florida Presbyterian Homes Inc. (FL)
Spanish Cove Retirement Village (OK)	Hill View Retirement Center (OH)
St. Martin's in the Pines (AL)	Immanuel Lutheran Communities (MT)
The Briarwood Community (MA)	Milwaukee Catholic Home, Inc. (WI)
The Forest at Duke (NC)	Motion Picture and Television Fund (CA)
The Oaks at Bartlett (IL)	Piper Shores (ME)
The Sarah Community (MO)	RiverMead (NH)
Trinity Woods fka Oklahoma Methodist Manor (OK)	Rose Villa, Inc. (OR)
Vicar's Landing (Life Care Ponte Vedra) (FL)	Spring Harbor at Green Island (GA)
Waverly Heights (PA)	St. Anne's Retirement Community (PA)
Wesley Commons (SC)	Swiss Village Inc. (IN)
Westminster Village (AZ)	The Glen Retirement (LA)
Woodland Pond at New Paltz (NY)	Three Pillars Senior Living Communities (WI)
Woodside Senior Communities (WI)	Timbercrest Senior Living Community (IN)

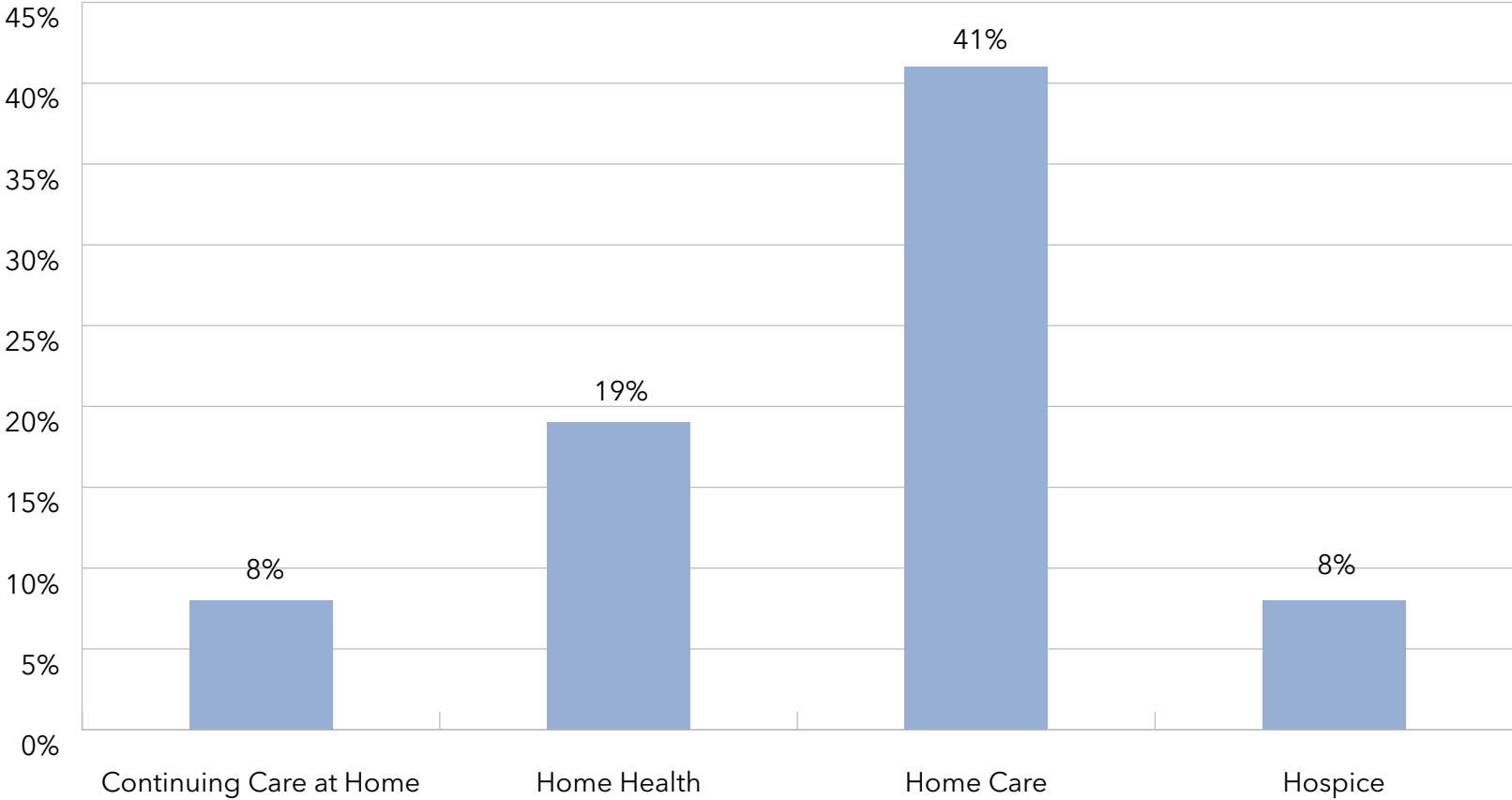
Additional Listings: Single-Campus Senior Living Communities *The Largest 150 Single-Campus Providers of HCBS*

Do you currently offer any type of Home & Community-Based Services?



n = 122

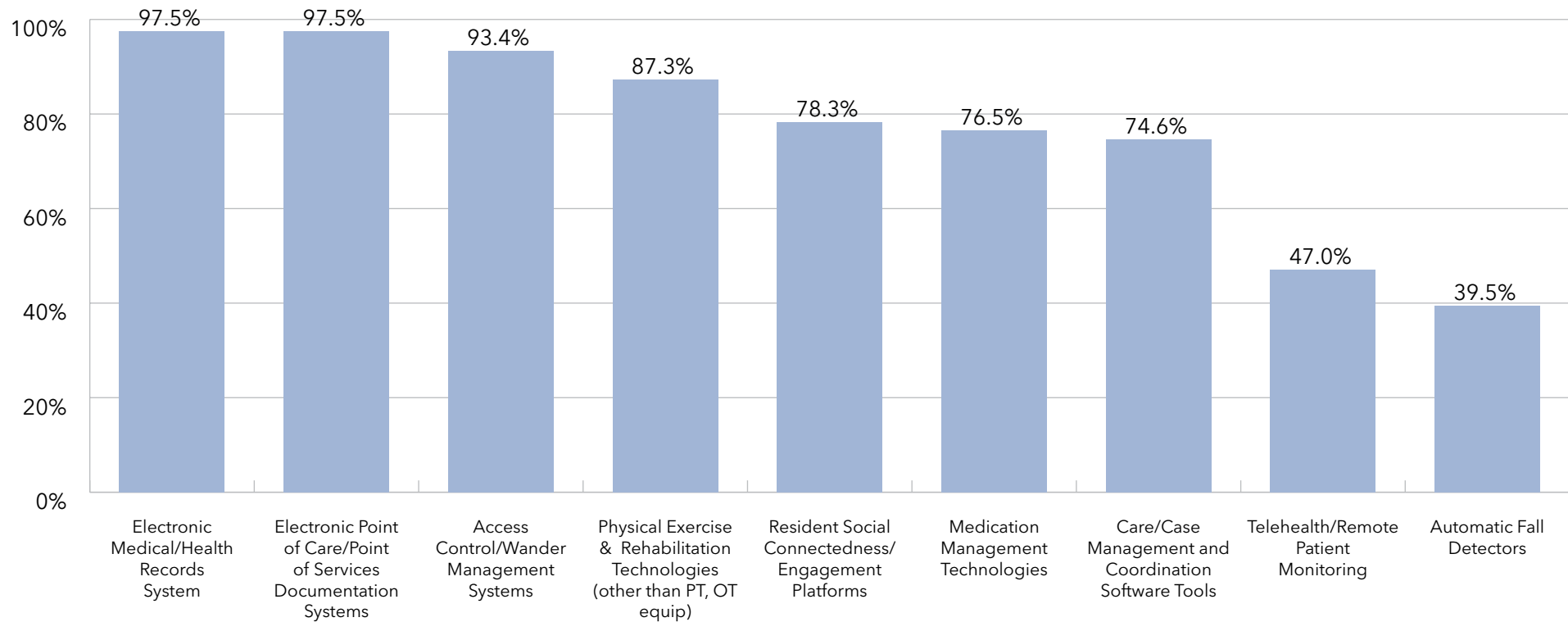
Additional Listings: Single-Campus Senior Living Communities Offering: Hospice, Home Care, Home Health & Continuing Care at Home



n = 122 (avg)

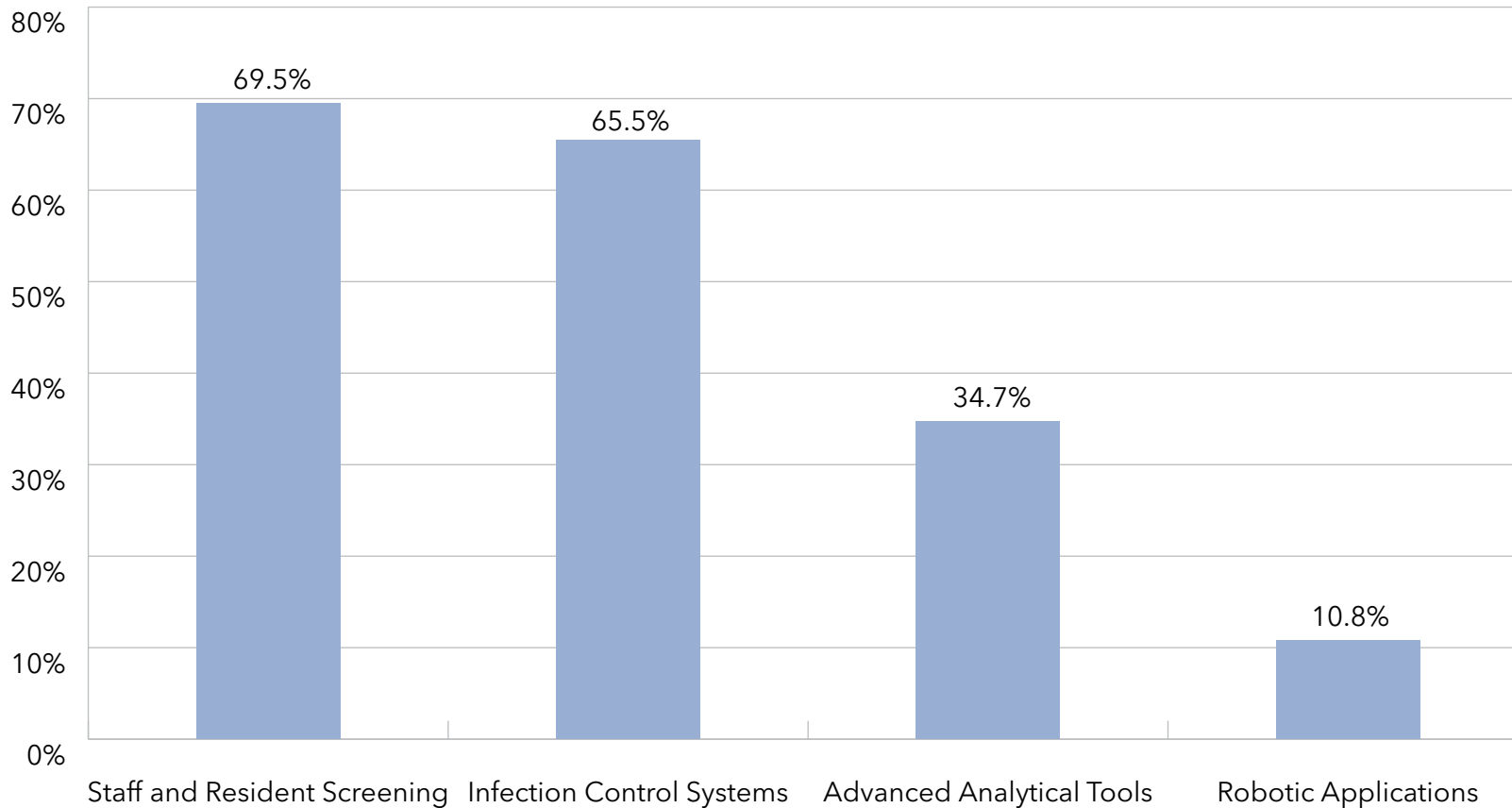
Additional Listings: Single-Campus Senior Living Communities

Technology Adoption: The Largest 150 Single-Campus Providers



n = 122 (avg)

Additional Listings: Single-Campus Senior Living Communities Technology Adoption: The Largest 150 Single-Campus Providers



n = 119 (avg)



Additional Listings: Largest Individual Campuses

The Nation's 150 Largest Not-for Profit Senior Living Communities

2022 Rank	2021 Rank	Campus	System/Health System Affiliation	City	State	Summary of Market Rate Units (as of 12/31/21)				% ILU	% ALU	% NCB
						Total	ILU	ALU	NCB			
1	1	Riderwood Village	National Senior Campuses	Silver Spring	MD	2,159	1,798	244	117	83.3%	11.3%	5.4%
2	2	Shell Point Retirement Community		Fort Myers	FL	1,893	1,334	361	198	70.5%	19.1%	10.5%
3	3	Oak Crest	National Senior Campuses	Parkville	MD	1,829	1,498	171	160	81.9%	9.3%	8.7%
4	4	Charlestown Community		Catonsville	MD	1,815	1,484	125	206	81.8%	6.9%	11.3%
5	5	Greenspring Village	National Senior Campuses	Springfield	VA	1,655	1,384	179	92	83.6%	10.8%	5.6%
6	6	Ann's Choice	National Senior Campuses	Warminster	PA	1,653	1,472	105	76	89.1%	6.4%	4.6%
7	8	Masonic Village at Elizabethtown	Masonic Villages of the Grand Lodge of Pennsylvania	Elizabethtown	PA	1,595	1,009	133	453	63.3%	8.3%	28.4%
8	9	Brooksby Village	National Senior Campuses	Peabody	MA	1,554	1,344	124	86	86.5%	8.0%	5.5%
9	10	John Knox Village		Lee's Summit	MO	1,509	1,074	182	253	71.2%	12.1%	16.8%
10	11	Maris Grove	National Senior Campuses	Glen Mills	PA	1,292	1,115	89	88	86.3%	6.9%	6.8%
11	12	Fox Run	National Senior Campuses	Novi	MI	1,273	1,141	88	44	89.6%	6.9%	3.5%
12	13	Seabrook Village	National Senior Campuses	Tinton Falls	NJ	1,222	1,053	96	73	86.2%	7.9%	6.0%
13	16	Ashby Ponds	National Senior Campuses	Ashburn	VA	1,220	1,077	99	44	88.3%	8.1%	3.6%
14	14	Linden Ponds	National Senior Campuses	Hingham	MA	1,218	1,086	66	66	89.2%	5.4%	5.4%
15	15	Asbury Methodist Village	Asbury Communities	Gaithersburg	MD	1,200	810	133	257	67.5%	11.1%	21.4%
16	19	Highland Springs	National Senior Campuses	Dallas	TX	1,078	1,078	0	0		0.0%	0.0%
17	18	The Hebrew Home at Riverdale		Riverdale	NY	1,004	134	0	870	13.3%	0.0%	86.7%
18	20	Cross Keys Village - The Brethren Home Community		New Oxford	PA	983	590	123	270	60.0%	12.5%	27.5%
19	22	Panorama		Lacey	WA	961	778	43	140	81.0%	4.5%	14.6%
20	21	Willow Valley Lakes Manor	Willow Valley Communities	Lancaster	PA	961	733	143	85	76.3%	14.9%	8.8%
21	23	John Knox Village of Florida		Pompano Beach	FL	899	653	62	184	72.6%	6.9%	20.5%
22	24	Friendship Village of Schaumburg	Friendship Senior Options	Schaumburg	IL	891	585	106	200	65.7%	11.9%	22.4%
23	25	Kissimmee Good Sam	The Evangelical Lutheran Good Samaritan Society	Kissimmee	FL	884	675	39	170	76.4%	4.4%	19.2%
24	26	Brethren Village		Lititz	PA	858	577	141	140	67.2%	16.4%	16.3%
25	54	Eagle's Trace	National Senior Campuses	Houston	TX	834	834	0	0		0.0%	0.0%

Additional Listings: Largest Individual Campuses (Continued)

The Nation's 150 Largest Not-for Profit Senior Living Communities

2022 Rank	2021 Rank	Campus	System/Health System Affiliation	City	State	Summary of Market Rate Units (as of 12/31/21)				% ILU	% ALU	% NCB
						Total	ILU	ALU	NCB			
26	27	Mennonite Home Communities		Lancaster	PA	816	531	125	160	65.1%	15.3%	19.6%
27	29	St. John's Homes & Meadows		Rochester	NY	814	339	0	475	41.6%	0.0%	58.4%
28	0	Westminster-Canterbury on Chesapeake Bay	Westminster-Canterbury on Chesapeake Bay	Virginia Beach	VA	806	618	80	108	76.7%	9.9%	13.4%
29	30	Rogue Valley Manor	Pacific Retirement Services	Medford	OR	806	605	97	104	75.1%	12.0%	12.9%
30	32	Greencroft Goshen	Greencroft Communities	Goshen	IN	799	430	129	240	53.8%	16.1%	30.0%
31	31	Heritage Pointe	United Methodist Memorial Home	Warren	IN	796	152	458	186	19.1%	57.5%	23.4%
32	28	Westminster Canterbury Richmond		Richmond	VA	783	487	138	158	62.2%	17.6%	20.2%
33	33	Charles E. Smith Life Communities		Rockville	MD	783	149	78	556	19.0%	10.0%	71.0%
34	34	Friendship Village Tempe		Tempe	AZ	780	561	91	128	71.9%	11.7%	16.4%
35	37	Western Home Communities Main Campus	Western Home Communities	Cedar Falls	IA	774	434	200	140	56.1%	25.8%	18.1%
36	36	The Wartburg Adult Care Community		Mount Vernon	NY	758	505	105	148	66.6%	13.9%	19.5%
37	38	Indian River Estates	Acts Retirement-Life Communities	Vero Beach	FL	754	574	60	120	76.1%	8.0%	15.9%
38	39	Concordia at Cabot	Concordia Lutheran Ministries	Cabot	PA	748	326	280	142	43.6%	37.4%	19.0%
39	40	Luther Manor	United Lutheran Program for the Aging	Wauwatosa	WI	744	381	158	205	51.2%	21.2%	27.6%
40	41	Laclede Groves	Lutheran Senior Services	Webster Groves	MO	741	360	131	250	48.6%	17.7%	33.7%
41	42	Bethany Lutheran Village		Dayton	OH	739	383	109	247	51.8%	14.7%	33.4%
42	43	Willow Valley Manor North	Willow Valley Communities	Lancaster	PA	735	495	91	149	67.3%	12.4%	20.3%
43	44	Otterbein Lebanon Retirement Community	Otterbein SeniorLife	Lebanon	OH	732	458	68	206	62.6%	9.3%	28.1%
44	45	Passavant Retirement Community	Lutheran SeniorLife	Zelienople	PA	729	256	214	259	35.1%	29.4%	35.5%
45	46	Lakeview Village		Lenexa	KS	717	533	26	158	74.3%	3.6%	22.0%
46	35	Glencroft Center for Modern Aging		Glendale	AZ	710	386	99	225	54.4%	13.9%	31.7%
47	72	Rolling Green Village		Greenville	SC	707	585	50	72	82.7%	7.1%	10.2%
48	48	Compass Park Indiana Masonic Home		Franklin	IN	702	120	317	265	17.1%	45.2%	37.7%
49	50	Garden Spot Village	Garden Spot Communities	New Holland	PA	699	594	105	0	85.0%	15.0%	0.0%
50	51	Landis Homes	Landis Communities	Lititz	PA	698	514	81	103	73.6%	11.6%	14.8%

Additional Listings: Largest Individual Campuses (Continued)

The Nation's 150 Largest Not-for Profit Senior Living Communities

2022 Rank	2021 Rank	Campus	System/Health System Affiliation	City	State	Summary of Market Rate Units (as of 12/31/21)				% ILU	% ALU	% NCB
						Total	ILU	ALU	NCB			
51	124	Fleet Landing		Atlantic Beach	FL	690	482	118	90	69.9%	17.1%	13.0%
52	52	Beatitudes Campus		Phoenix	AZ	688	495	121	72	71.9%	17.6%	10.5%
53	53	MorseLife		West Palm Beach	FL	688	284	94	310	41.3%	13.7%	45.1%
54	58	Friendship Village Sunset Hills	Friendship Village of St. Louis	St. Louis	MO	682	462	76	144	67.7%	11.1%	21.1%
55	55	Atlantic Shores Cooperative Association		Virginia Beach	VA	671	555	66	50	82.7%	9.8%	7.5%
56	56	Augustana Care Minneapolis	Cassia	Minneapolis	MN	671	366	0	305	54.5%	0.0%	45.5%
57	59	St. Ann's Community	St. Ann's of Greater Rochester	Rochester	NY	662	120	120	422	18.1%	18.1%	63.7%
58	60	Concordia Village of Tampa	Concordia Lutheran Ministries	Tampa	FL	661	333	165	163	50.4%	25.0%	24.7%
59	61	John Knox Village of Central Florida		Orange City	FL	654	455	49	150	69.6%	7.5%	22.9%
60	78	Carolina Meadows, Inc.		Chapel Hill	NC	647	483	78	86	74.7%	12.1%	13.3%
61	63	Plantation Estates	Acts Retirement-Life Communities	Matthews	NC	642	502	60	80	78.2%	9.3%	12.5%
62	66	Raybrook Manor	Holland Home	Grand Rapids	MI	638	299	238	101	46.9%	37.3%	15.8%
63	67	Miami Jewish Health		Miami	FL	637	99	100	438	15.5%	15.7%	68.8%
64	69	Tel Hai Retirement Community		Honey Brook	PA	635	406	100	129	63.9%	15.7%	20.3%
65	68	Army Residence Community		San Antonio	TX	634	465	78	91	73.3%	12.3%	14.4%
66	70	Loretto Brighton Campus	Loretto	Syracuse	NY	633	0	79	554	0.0%	12.5%	87.5%
67	71	The Village in Gainesville	SantaFe Senior Living	Gainesville	FL	630	497	133	0	78.9%	21.1%	0.0%
68	64	Mary's Woods at Marylhurst, Inc.		Lake Oswego	OR	629	481	148	0	76.5%	23.5%	0.0%
69	80	La Posada at Park Centre, Inc.		Green Valley	AZ	624	489	135	0	78.4%	21.6%	0.0%
70	73	VMP		West Allis	WI	624	294	180	150	47.1%	28.8%	24.0%
71	126	Copeland Oaks		Sebring	OH	621	320	125	176	51.5%	20.1%	28.3%
72	74	Ingleside at King Farm	Ingleside	Rockville	MD	619	366	75	178	59.1%	12.1%	28.8%
73	75	Westminster Oaks	Westminster Retirement Communities of Florida	Tallahassee	FL	617	412	85	120	66.8%	13.8%	19.4%
74	76	Fellowship Square-Tucson Campus	Christian Care Companies	Tucson	AZ	615	555	60	0	90.2%	9.8%	0.0%
75	77	NewBridge on the Charles	Hebrew SeniorLife	Dedham	MA	615	256	91	268	41.6%	14.8%	43.6%

Additional Listings: Largest Individual Campuses (Continued)

The Nation's 150 Largest Not-for Profit Senior Living Communities

2022 Rank	2021 Rank	Campus	System/Health System Affiliation	City	State	Summary of Market Rate Units (as of 12/31/21)				% ILU	% ALU	% NCB
						Total	ILU	ALU	NCB			
76	79	Messiah Village	Messiah Lifeways	Mechanicsburg	PA	610	275	157	178	45.1%	25.7%	29.2%
77	81	Twin Lakes Community		Burlington	NC	606	434	68	104	71.6%	11.2%	17.2%
78	82	Ohio Living Breckenridge Village	Ohio Living	Willoughby	OH	603	453	42	108	75.1%	7.0%	17.9%
79	83	St. Andrew's Estates	Acts Retirement-Life Communities	Boca Raton	FL	600	441	70	89	73.5%	11.7%	14.8%
80	85	Croasdaile Village	UMRH, Inc.	Durham	NC	600	430	56	114	71.7%	9.3%	19.0%
81	84	Tall Grass Creek	National Senior Campuses	Overland Park	KS	598	498	56	44	83.3%	9.4%	7.4%
82	86	Springmoor Life Care Retirement Community		Raleigh	NC	588	397	34	157	67.5%	5.8%	26.7%
83	87	Moorings Park	The Moorings, Inc.	Naples	FL	583	401	76	106	68.8%	13.0%	18.2%
84	88	Kirby Pines Lifecare Community		Memphis	TN	580	396	94	90	68.3%	16.2%	15.5%
85	NR	Jewish Senior Living Group		San Francisco	CA	580	0	202	378	0.0%	34.8%	65.2%
86	89	Oakwood Village University Woods	Oakwood Lutheran Senior Ministries	Madison	WI	577	382	100	95	66.2%	17.3%	16.5%
87	207	The Village at Rockville	National Lutheran Communities & Services	Rockville	MD	577	259	18	300	44.9%	3.1%	52.0%
88	90	Friendship Village Chesterfield	Friendship Village of St. Louis	St. Louis	MO	575	362	92	121	63.0%	16.0%	21.0%
89	116	Hoosier Village	BHI Senior Living	Indianapolis	IN	572	279	216	77	48.8%	37.8%	13.5%
90	91	Presbyterian Village North		Dallas	TX	570	253	145	172	44.4%	25.4%	30.2%
91	92	Asbury Bethany Village	Asbury Communities	Mechanicsburg	PA	569	400	100	69	70.3%	17.6%	12.1%
92	93	The Philadelphia Protestant Home		Philadelphia	PA	567	266	175	126	46.9%	30.9%	22.2%
93	98	Richfield Living		Salem	VA	567	97	226	244	17.1%	39.9%	43.0%
94	94	Otterbein Franklin Retirement Community	Otterbein SeniorLife	Franklin	OH	563	264	91	208	46.9%	16.2%	36.9%
95	95	Fellowship Square-Phoenix Campus	Christian Care Companies	Phoenix	AZ	559	404	87	68	72.3%	15.6%	12.2%
96	96	Bristol Village	National Church Residences	Waverly	OH	558	455	46	57	81.5%	8.2%	10.2%
97	97	East Ridge Retirement Village	SantaFe Senior Living	Cutler Bay	FL	557	247	176	134	44.3%	31.6%	24.1%
98	99	Asbury Place Maryville	Asbury Communities	Maryville	TN	554	261	92	201	47.1%	16.6%	36.3%
99	100	Masonicare at Ashlar Village	Masonicare	Wallingford	CT	553	362	191	0	65.5%	34.5%	0.0%
100	101	St. Camillus		Wauwatosa	WI	551	285	199	67	51.7%	36.1%	12.2%

Additional Listings: Largest Individual Campuses (Continued)

The Nation's 150 Largest Not-for Profit Senior Living Communities

2022 Rank	2021 Rank	Campus	System/Health System Affiliation	City	State	Summary of Market Rate Units (as of 12/31/21)				% ILU	% ALU	% NCB
						Total	ILU	ALU	NCB			
101	102	Masonic Care Community of New York		Utica	NY	551	151	80	320	27.4%	14.5%	58.1%
102	103	Mayflower Gardens	Retirement Housing Foundation	Lancaster	CA	549	501	0	48	91.3%	0.0%	8.7%
103	104	Carroll Lutheran Village	Lutheran Social Ministries of Maryland	Westminster	MD	549	396	50	103	72.1%	9.1%	18.8%
104	105	Brookview	Menno Haven	Chambersburg	PA	547	358	89	100	65.4%	16.3%	18.3%
105	107	Fountainview at Eisenburg Village	Los Angeles Jewish Home	Reseda	CA	545	108	271	166	19.8%	49.7%	30.5%
106	117	Breton Woods	Holland Home	Kentwood	MI	544	441	45	58	81.1%	8.3%	10.7%
107	108	Medford Leas		Medford	NJ	543	401	75	67	73.8%	13.8%	12.3%
108	106	Mennonite Home of Albany, Inc.		Albany	OR	543	322	126	95	59.3%	23.2%	17.5%
109	109	The RiverWoods at Exeter	The RiverWoods Group	Exeter	NH	542	393	71	78	72.5%	13.1%	14.4%
110	111	Phoebe Allentown	Phoebe Ministries	Allentown	PA	541	88	58	395	16.3%	10.7%	73.0%
111	112	Casa de las Campanas		San Diego	CA	540	371	72	97	68.7%	13.3%	18.0%
112	113	Good Samaritan Village of Hastings	The Evangelical Lutheran Good Samaritan Society	Hastings	NE	540	324	51	165	60.0%	9.4%	30.6%
113	114	Royal Oaks Retirement Community		Sun City	AZ	535	360	175	0	67.3%	32.7%	0.0%
114	115	Mission Ridge / St. John's Lutheran Home	St. John's United	Billings	MT	534	122	226	186	22.8%	42.3%	34.8%
115	110	Aldersgate United Methodist Retirement		Charlotte	NC	532	301	106	125	56.6%	19.9%	23.5%
116	183	Paradise Valley Estates		Fairfield	CA	531	391	80	60	73.6%	15.1%	11.3%
117	131	Givens Estates	Givens Communities	Asheville	NC	528	423	46	59	80.1%	8.7%	11.2%
118	119	Luther Acres Senior-Living Community	LutherCare	Lititz	PA	528	352	70	106	66.7%	13.3%	20.1%
119	120	Magnolia Manor of Americus	Magnolia Manor	Americus	GA	528	105	187	236	19.9%	35.4%	44.7%
120	149	Rydal Waters	HumanGood	Jenkintown	PA	527	359	54	114	68.1%	10.2%	21.6%
121	122	Pine Run Retirement Community		Doylestown	PA	527	291	146	90	55.2%	27.7%	17.1%
122	118	Cypress Cove at HealthPark Florida		Fort Myers	FL	526	374	88	64	71.1%	16.7%	12.2%
123	121	Blue Skies of Texas East	Blue Skies of Texas	San Antonio	TX	525	371	78	76	70.7%	14.9%	14.5%
124	123	Westminster Place	Presbyterian Homes, Inc.	Evanston	IL	525	249	88	188	47.4%	16.8%	35.8%
125	125	Cristwood Retirement Community	CRISTA Senior Living	Seattle	WA	524	276	81	167	52.7%	15.5%	31.9%

Additional Listings: Largest Individual Campuses (Continued)

The Nation's 150 Largest Not-for Profit Senior Living Communities

2022 Rank	2021 Rank	Campus	System/Health System Affiliation	City	State	Summary of Market Rate Units (as of 12/31/21)				% ILU	% ALU	% NCB
						Total	ILU	ALU	NCB			
126	127	Abbey Delray	Lifespace Communities	Delray Beach	FL	520	342	78	100	65.8%	15.0%	19.2%
127	128	Boutwells Landing	Presbyterian Homes and Services	Oak Park	MN	520	316	96	108	60.8%	18.5%	20.8%
128	129	Lutheran Home	Lutheran Life Communities	Arlington	IL	520	0	136	384	0.0%	26.2%	73.8%
129	132	Wesley Willows	Wesley Willows	Rockford	IL	517	260	166	91	50.3%	32.1%	17.6%
130	130	CC Young		Dallas	TX	517	223	166	128	43.1%	32.1%	24.8%
131	133	Cardinal Carberry Campus	Cardinal Ritter Senior Services	Saint Louis	MO	517	207	80	230	40.0%	15.5%	44.5%
132	134	Covenant Living at Windsor Park	Covenant Living Communities & Services	Carol Stream	IL	516	356	91	69	69.0%	17.6%	13.4%
133	135	The Lutheran Home		Cape Girardeau	MO	515	137	115	263	26.6%	22.3%	51.1%
134	136	Wesleyan Homes		Georgetown	TX	513	247	266	0	48.1%	51.9%	0.0%
135	137	Wesley Homes Des Moines	Wesley Homes	Des Moines	WA	512	325	39	148	63.5%	7.6%	28.9%
136	138	Homewood at Plum Creek	Homewood Retirement Centers	Hanover	PA	512	296	96	120	57.8%	18.8%	23.4%
137	139	The Advent Christian Village		Dowling Park	FL	510	309	40	161	60.6%	7.8%	31.6%
138	140	The Buckingham		Houston	TX	510	308	110	92	60.4%	21.6%	18.0%
139	141	The Lakewood	LifeSpire of Virginia	Richmond	VA	509	339	74	96	66.6%	14.5%	18.9%
140	142	Menno Village	Menno Haven	Chambersburg	PA	509	224	89	196	44.0%	17.5%	38.5%
141	143	Ingleside at Rock Creek	Ingleside	Washington	DC	508	232	91	185	45.7%	17.9%	36.4%
142	145	Covenant Living at The Holmstad	Covenant Living Communities & Services	Batavia	IL	506	354	62	90	70.0%	12.3%	17.8%
143	144	Carolina Village, Inc		Hendersonville	NC	504	386	60	58	76.6%	11.9%	11.5%
144	146	Walker Campus	Walker Methodist	Minneapolis	MN	504	128	0	376	25.4%	0.0%	74.6%
145	147	Deerfield Episcopal Retirement Community, Inc.		Asheville	NC	501	377	62	62	75.2%	12.4%	12.4%
146	148	Londonderry Village		Palmyra	PA	500	374	38	88	74.8%	7.6%	17.6%
147	240	Westminster Winter Park	Westminster Retirement Communities of Florida	Winter Park	FL	497	350	67	80	70.4%	13.5%	16.1%
148	150	Havenwood Heritage Heights		Concord	NH	497	347	55	95	69.8%	11.1%	19.1%
149	151	Manor Park		Midland	TX	496	161	173	162	32.5%	34.9%	32.7%
150	152	Riddle Village	Liberty Lutheran Services	Media	PA	495	360	49	86	72.7%	9.9%	17.4%
										60.6%	16.3%	23.1%

Additional Listings: Multi-Site Senior Living Providers Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2022 Combined MR & AFF Rank	2022 LZ200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	AFF
1	33	National Church Residences	OH	25,063	1,215	716	147	22,985
2	1	National Senior Campuses, Inc.	MA	21,753	19,026	1,720	1,007	0
3	12	Retirement Housing Foundation	CA	18,063	2,642	886	611	13,924
4	2	The Evangelical Lutheran Good Samaritan Society	SD	15,447	4,795	2,110	8,542	0
5	6	HumanGood	CA	11,242	3,586	1,138	1,097	5,421
6	4	Presbyterian Homes and Services	MN	9,680	5,027	2,792	1,572	289
7	3	Acts Retirement Services, Inc.	PA	9,404	6,739	1,139	1,526	0
8	25	Transforming Age	WA	8,411	1,759	706	78	5,868
9	NR	Mercy Housing	CO	8,206	0	0	0	8,206
10	5	Ascension Living	MO	6,692	1,800	1,203	3,689	0
11	11	Westminster Retirement Communities of Florida	FL	6,051	2,924	519	781	1,827
12	9	Trinity Health Senior Communities	MI	5,645	1,942	1,165	2,029	509
13	7	Covenant Living Communities & Services	IL	5,432	3,499	906	1,027	0
14	8	Lifespace Communities, Inc.	IA	5,279	3,635	672	972	0
15	NR	Christian Church Homes of Northern California	CA	5,052	0	0	0	5,052
16	10	Benedictine	MN	4,576	879	1,569	2,128	0
17	19	Presbyterian Senior Living	PA	4,431	1,831	556	799	1,245
18	NR	Elderly Housing Development and Operations Corporation	FL	4,412	0	0	0	4,412
19	26	Springpoint Senior Living	NJ	4,317	1,732	309	491	1,785
20	14	Lutheran Senior Services	MO	4,199	1,825	792	1,087	495
21	13	Front Porch Communities and Services & Covia Communities	CA	4,136	3,323	159	654	0
22	38	United Church Homes, Inc.	OH	3,996	837	239	699	2,221
23	15	Asbury Communities, Inc.	MD	3,949	2,215	562	909	263
24	16	Cassia	MN	3,509	0	2,129	1,380	0
25	17	The Kendal Corporation	PA	3,505	2,321	697	487	0

NR: No Rank. Not Ranked in the LZ 200 Primary Rankings | MR: Market-rate | AFF: Affordable Housing

Additional Listings: Multi-Site Senior Living Providers (Continued) Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2022 Combined MR & AFF Rank	2022 LZ200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	AFF
26	18	Pacific Retirement Services	OR	3,364	2,561	398	405	0
27	20	Otterbein SeniorLife	OH	3,182	1,353	699	1,130	0
28	22	Ohio Living	OH	3,063	1,620	454	824	165
29	NR	Satellite Affordable Housing Associates	CA	3,000	0	0	0	3,000
30	21	Concordia Lutheran Ministries	PA	2,965	1,038	1,264	663	0
31	23	The Carmelite System, Inc.	NY	2,898	51	498	2,349	0
32	61	Presbyterian Villages of Michigan	MI	2,858	902	284	102	1,570
33	46	Presbyterian SeniorCare Network	PA	2,662	514	405	676	1,067
34	24	Masonic Villages of the Grand Lodge of Pennsylvania	PA	2,576	1,624	269	683	0
35	27	Volunteers of America	VA	2,484	604	873	1,007	0
36	NR	Christopher Homes	LA	2,451	0	0	0	2,451
37	NR	TELACU Residential Management	CA	2,399	0	0	0	2,399
38	29	Christian Care Companies	AZ	2,396	1,687	409	68	232
39	49	Hebrew SeniorLife	MA	2,308	654	115	773	766
40	NR	Catholic Housing Management	FL	2,246	0	0	0	2,246
41	36	Greencroft Communities	IN	2,226	668	582	624	352
42	28	Christian Horizons	MO	2,215	417	312	1,486	0
43	30	Presbyterian Manors of Mid America	KS	2,130	850	538	742	0
44	NR	CARING Housing Ministries	CA	2,127	0	0	0	2,127
45	42	Covenant Health	MA	2,124	0	364	1,332	428
46	31	Ecumen	MN	2,109	376	1,391	342	0
47	32	Willow Valley Communities	PA	2,095	1,597	198	300	0
48	NR	Wesley Living	TN	2,000	0	0	0	2,000
49	34	WesleyLife	IA	1,968	869	399	700	0
50	35	Homewood Retirement Centers, Inc.	MD	1,897	1,157	289	451	0

NR: No Rank. Not Ranked in the LZ 200 Primary Rankings | MR: Market-rate | AFF: Affordable Housing

Additional Listings: Multi-Site Senior Living Providers (Continued) Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2022 Combined MR & AFF Rank	2022 LZ200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	AFF
51	NR	Embrace Living Communities	IL	1,848	0	0	0	1,848
52	41	Franciscan Communities, Inc.	IL	1,843	744	345	615	139
53	86	Christian Care Communities	KY	1,799	432	179	405	783
54	NR	Associate Catholic Charities (Archdiocese of Baltimore)	MD	1,790	0	0	0	1,790
55	37	ArchCare	NY	1,782	0	59	1,723	0
56	76	Sequoia Living, Inc.	CA	1,715	844	136	136	599
57	39	Bethesda Senior Living Communities	CO	1,707	111	1,596	0	0
58	40	BHI Senior Living, Inc.	IN	1,705	580	773	352	0
59	43	Buckner Retirement Services, Inc.	TX	1,688	1,018	344	326	0
60	44	Loretto	NY	1,684	210	551	923	0
61	NR	Salvation Army Silvercrest Management of California	CA	1,678	0	0	0	1,678
62	45	Bethesda Health Group, Inc.	MO	1,667	727	78	862	0
63	59	Methodist Retirement Communities	TX	1,635	629	393	294	319
64	47	Immanuel	NE	1,589	911	447	231	0
65	48	Eskaton	CA	1,568	442	640	486	0
66	66	Diakon	PA	1,554	615	192	412	335
67	56	Providence Life Services	IL	1,522	767	312	282	161
68	50	Baptist Village Communities	OK	1,521	939	257	325	0
69	72	Phoebe Ministries	PA	1,519	370	259	534	356
70	NR	Catholic Charities of the Archdiocese of Chicago	IL	1,499	0	0	0	1,499
71	51	Magnolia Manor, Inc.	GA	1,483	339	335	809	0
72	69	UMRC and Porter Hills	MI	1,469	678	335	186	270
73	52	Mississippi Methodist Senior Services, Inc.	MS	1,460	786	354	320	0
74	54	LifeSpire of Virginia	VA	1,420	866	327	227	0
75	53	Lutheran Life Communities	IL	1,402	408	310	684	0

NR: No Rank. Not Ranked in the LZ 200 Primary Rankings | MR: Market-rate | AFF: Affordable Housing

Additional Listings: Multi-Site Senior Living Providers (Continued) Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2022 Combined MR & AFF Rank	2022 LZ200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	AFF
76	55	Presbyterian Homes	IL	1,402	824	237	341	0
77	NR	Oklahoma City Housing Authority	MD	1,396	0	0	0	1,396
78	57	Lutheran Services Carolinas	NC	1,371	311	295	732	33
79	103	St. Andrew's Resources for Seniors System	MO	1,370	379	208	290	493
80	NR	Victory Housing, Inc.	IL	1,347	0	0	0	1,347
81	82	Christian Health Care Center	NJ	1,341	617	134	298	292
82	58	Masonicare	CT	1,326	651	309	366	0
83	84	The Presbyterian Homes, Inc.	NC	1,325	706	133	189	297
84	60	SantaFe Senior Living, Inc.	FL	1,306	876	316	114	0
85	70	SpiriTrust Lutheran	PA	1,294	554	289	344	107
86	62	Heritage Ministries	NY	1,268	363	221	684	0
87	63	National Lutheran Communities and Services	MD	1,255	697	247	311	0
88	NR	Lutheran Social Services of Illinois	IL	1,255	0	0	0	1,255
89	NR	New Samaritan Corporation	CA	1,251	0	0	0	1,251
90	64	Wesley Enhanced Living	PA	1,238	646	232	360	0
91	104	Givens Communities	NC	1,231	713	44	112	362
92	NR	Menorah Housing Foundation	MA	1,221	0	0	0	1,221
93	65	American Baptist Homes of the Midwest	MN	1,220	359	272	589	0
94	NR	Avesta Housing, Inc.	ME	1,219	0	0	0	1,219
95	67	Western Home Services	IA	1,213	616	314	283	0
96	81	Legacy Lifecare fka Chelsea Jewish Lifecare	MA	1,213	0	367	697	149
97	68	Holland Home	MI	1,212	750	303	159	0
98	90	Lutheran SeniorLife	PA	1,204	492	192	303	217
99	73	Wesley Homes	WA	1,185	762	214	184	25
100	71	Friendship Villages of St. Louis	MO	1,184	814	136	234	0

NR: No Rank. Not Ranked in the LZ 200 Primary Rankings | MR: Market-rate | AFF: Affordable Housing

Additional Listings: Multi-Site Senior Living Providers (Continued) Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2022 Combined MR & AFF Rank	2022 LZ200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	AFF
101	102	United Methodist Communities	NJ	1,184	88	548	248	300
102	96	EveryAge fka United Church Homes and Services	NC	1,175	537	90	328	220
103	NR	Selfhelp Community Services/Selfhelp Realty group	NY	1,154	0	0	0	1,154
104	129	Samaritas	MI	1,154	293	120	348	393
105	87	Walker Methodist	MN	1,149	328	421	260	140
106	74	United Methodist Homes	NY	1,134	437	271	426	0
107	75	Pinnacle Living	VA	1,125	544	391	190	0
108	80	Eventide	MN	1,123	65	460	552	46
109	77	Ingleside	MD	1,112	832	157	123	0
110	78	Friendship Senior Options	IL	1,111	685	184	242	0
111	79	Baruch Senior Ministries	MI	1,080	6	1,074	0	0
112	83	Life Enriching Communities	OH	1,039	592	182	265	0
113	NR	LSC Service Corp	OH	1,034	0	0	0	1,034
114	85	Lutheran Homes of South Carolina, Inc.	SC	1,018	424	243	351	0
115	92	UMRH, Inc.	NC	1,007	641	140	202	24
116	88	Presbyterian Communities of South Carolina	SC	996	411	311	274	0
117	89	Felician Services, Inc.	IL	990	177	268	545	0
118	125	Marquardt Village, Inc.	WI	988	201	243	330	214
119	91	Blue Skies of Texas	TX	984	728	129	127	0
120	93	Liberty Lutheran Services	PA	978	443	318	217	0
121	94	Saint Therese	MN	965	467	133	365	0
122	97	Christian Living Communities	CO	964	420	312	192	40
123	101	Masonic Homes Kentucky	KY	962	449	151	287	75
124	95	RiverWoods Group	NH	955	681	175	99	0
125	140	Maple Knoll Communities, Inc.	OH	937	400	91	203	243

NR: No Rank. Not Ranked in the LZ 200 Primary Rankings | MR: Market-rate | AFF: Affordable Housing

Additional Listings: Multi-Site Senior Living Providers (Continued) Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2022 Combined MR & AFF Rank	2022 LZ200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	AFF
126	111	Living Branches	PA	934	459	232	143	100
127	98	St John's	NY	916	403	38	475	0
128	99	St. Ann's Home for the Aged	NY	913	296	75	542	0
129	NR	Union Labor Retirement Association	ME	900	0	0	0	900
130	100	Haverland Carter Lifestyle Group	NM	890	410	373	107	0
131	NR	Lutheran Social Services of Ohio	OH	888	0	0	0	888
132	105	Menno Haven, Inc.	PA	869	486	223	160	0
133	106	Sun Health Services	AZ	867	637	115	115	0
134	127	Grace Inspired Ministries	PA	864	451	151	165	97
135	107	Goodwin House Incorporated	VA	850	580	121	149	0
136	109	Garden Spot Communities	PA	850	621	105	119	5
137	108	Mather	IL	848	712	59	77	0
138	117	Landis Communities	PA	844	545	160	103	36
139	110	The New Jewish Home	NY	838	24	0	814	0
140	112	Alliance Health & Human Services	MA	824	0	0	824	0
141	113	Lutheran Social Ministries of Maryland	MD	822	637	70	115	0
142	115	Presbyterian Homes of Georgia	GA	814	330	149	335	0
143	114	The Moorings, Incorporated	FL	814	594	114	106	0
144	116	LutherCare	PA	810	473	126	211	0
145	118	Westminster-Canterbury on Chesapeake Bay	VA	806	618	80	108	0
146	119	Methodist Homes of Alabama & Northwest Florida	AL	803	39	339	425	0
147	120	Simpson Senior Services	PA	802	454	170	178	0
148	121	Wesley Willows	IL	800	546	163	91	0
149	122	Oakwood Lutheran Senior Ministries	WI	795	492	193	110	0
150	136	Episcopal SeniorLife Communities	NY	795	334	193	182	86

NR: No Rank. Not Ranked in the LZ 200 Primary Rankings | MR: Market-rate | AFF: Affordable Housing

Additional Listings: Multi-Site Senior Living Providers (Continued) Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2022 Combined MR & AFF Rank	2022 LZ200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	AFF
151	123	Sunnyside Communities	VA	789	500	157	132	0
152	124	Vista Prairie Communities	MN	789	100	689	0	0
153	126	Amsterdam Continuing Care Health System, Inc.	NY	771	229	44	498	0
154	128	United Church of Christ Homes	PA	766	267	124	375	0
155	130	Christian Care Communities & Services	TX	760	412	229	119	0
156	146	Baptist Senior Family aka Baptist Homes Society	PA	753	326	138	189	100
157	131	Brazos Presbyterian Homes Inc.	TX	747	425	121	201	0
158	132	Messiah Lifeways	PA	741	442	164	135	0
159	133	Benevolent Corporation Cedar Community	WI	737	422	225	90	0
160	152	Episcopal Communities & Services	CA	728	443	110	41	134
161	134	Bethany Lutheran Homes, Inc.	WI	726	282	321	123	0
162	135	Emerald Communities	WA	725	527	107	91	0
163	137	Morningside Ministries	TX	708	434	134	140	0
164	138	Ohio Masonic Home	OH	706	301	241	164	0
165	NR	DePaul Housing Management Corporation	OH	704	0	0	0	704
166	139	United Methodist Memorial Home	IN	699	188	255	256	0
167	141	LifeStream Complete Senior Living, Inc.	AZ	694	369	158	167	0
168	142	The Wesley Communities	OH	678	338	234	106	0
169	143	United Lutheran Program for the Aging, Inc.	WI	678	320	206	152	0
170	144	Vincentian Collaborative Services	PA	675	66	82	527	0
171	145	Elder Care Alliance	CA	658	135	464	59	0
172	165	Bluestem Communities	KS	649	321	65	158	105
173	158	Ebenezer Society	MN	641	0	320	247	74
174	147	Community Wellness Partners, Inc.	NY	640	124	0	516	0
175	NR	Aging True	NY	637	0	0	0	637

NR: No Rank. Not Ranked in the LZ 200 Primary Rankings | MR: Market-rate | AFF: Affordable Housing

Additional Listings: Multi-Site Senior Living Providers (Continued) Ranked by Total Market-Rate and Affordable Senior Living Units Combined

2022 Combined MR & AFF Rank	2022 LZ200 Rank	System Name	State	Units (as of 12/31/21)				
				Total	ILU	ALU	NCB	AFF
176	149	Smith Senior Living	IL	636	322	144	170	0
177	148	Sunset Senior Communities	MI	636	324	312	0	0
178	150	Wellspring Lutheran Services	MI	635	125	169	341	0
179	186	Beechwood Continuing Care, Inc.	NY	610	188	0	272	150
180	161	St. John's United	MT	607	204	167	186	50
181	151	Baptist Retirement Homes of North Carolina, Inc.	NC	603	262	140	201	0
182	164	Bethesda	MN	599	146	123	280	50
183	153	Shepherd of the Valley Lutheran Retirement Services	OH	587	238	229	120	0
184	174	Rockwood Retirement Communities	WA	583	344	132	45	62
185	154	Lutheran Life Villages	IN	577	183	69	325	0
186	155	Episcopal Retirement Services	OH	576	267	115	194	0
187	156	Friends Homes, Inc.	NC	568	359	100	109	0
188	157	Havenwood Heritage Heights	NH	567	367	63	137	0
189	159	Bethel	NY	563	170	130	263	0
190	160	The Legacy Senior Communities	TX	557	298	145	114	0
191	162	Friendly Senior Living	NY	555	298	57	200	0
192	163	Sholom Community Alliance	MN	552	153	142	257	0
193	NR	Community Housing Management Services	FL	548	0	0	0	548
194	167	Christian Village Communities	OH	542	189	205	148	0
195	166	Church Homes, Inc.	CT	542	319	24	199	0
196	169	Brooke Grove Foundation	MD	541	40	183	318	0
197	168	Cardinal Ritter Senior Services	MO	541	205	90	246	0
198	170	Medford Leas	NJ	537	394	119	24	0
199	NR	Lesley Senior Communities	CA	534	0	0	0	534
200	171	EHM Senior Solutions	MI	529	112	70	347	0

NR: No Rank. Not Ranked in the LZ 200 Primary Rankings | MR: Market-rate | AFF: Affordable Housing

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Closing Thoughts



In closing, the largest not-for-profit senior living organizations continue to grow and evolve with the changing landscape. This year, we had a number of single-site providers grow into multi-site organizations and join the LZ 200 primary rankings. We continue to see that for today's not-for-profits, growth is primarily being driven through community expansions and affiliations. Providers remain committed to home and community-based service platforms and the largest providers of those services continue to grow their annual revenue obtained from these services. Technology adoption will continue to be tracked as providers maintain existing platforms and explore investments into emerging solutions. It is our hope that this publication fully captures the behaviors and patterns of today's not-for-profit senior living providers and serves to enhance awareness among providers, business firms, associations, and other related partners.

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