

## Brookdale has some of the leading experts in wellness, care and understanding of seniors.



### **Kim Estes, Senior Vice President of Clinical Services.**

Kim Estes, Brookdale's senior vice president of clinical services, has a master's degree in Nursing Executive Specialty Track from Chamberlain College of Nursing, and is proficient in building and leading clinical programs to meet regulatory compliance and accreditation standards while exceeding clinical quality goals. Her experience across the post-acute care continuum includes Long Term Acute Care Hospitals (LTACH), Inpatient Rehabilitation Facilities (IRF) Skilled Nursing Facilities (SNF) Assisted Living (AL), Hospice, Home Health, Independent Living and Personalized living. She successfully maintains the highest ethical standards while developing and implementing corporate processes and policies for Brookdale communities. Kim also serves as a member of the Argentum Clinical Quality Executive Roundtable.



### **Juliet Holt Klinger, Senior Director of Dementia Care**

Juliet Holt Klinger, senior director of Dementia Care for Brookdale, is a gerontologist specializing in person-centered programs for Alzheimer's disease and related dementias. As a trainer and program designer for close to 30 years, she has developed and operationalized programs for national companies representing both skilled nursing and assisted living levels of dementia care. In her role for Brookdale, Juliet currently designs and innovates care pathways and programming for Brookdale's 560-plus dementia care communities. Brookdale's dementia care solutions span from its newest early-stage dementia care communities to skilled nursing and assisted living levels of care.



### **Carol Cummings, Senior Director of Optimum Life Engagement**

Carol Cummings is a nationally recognized expert on senior health and well-being. As the senior director of Optimum Life engagement for Brookdale, Carol is responsible for the creation of programs and services designed to integrate whole-person wellness into Brookdale's culture. She has earned multiple awards for her programs, including the International Council on Active Aging Innovator Award and the Assisted Living Federation of America's Best of the Best. As a Certified Wellness Coach and Certified Wellness Practitioner, Carol is truly an avid student and engaging teacher with a passion for helping older adults live life to the fullest.



### **Andrew Smith, Director of Strategy and Innovation**

As Brookdale's director of Strategy and Innovation, Andrew supports the organization's strategic planning, partnerships and innovation efforts. This includes partnering with Brookdale's department leaders to enhance operations, as well as identify and develop new senior living products and services. Graduating from Vanderbilt University with his master's degree in organizational behavior, Andrew has a passion for helping large organizations find new ways to solve challenging problems. His training as a Project Management Professional (PMP) has helped him drive cross-functional initiatives forward.