



**NO BETTER**

**PLACE TO BE**

**THE FACES OF SENIOR LIVING**

Supporting Our Nation's Seniors

Now More Than Ever

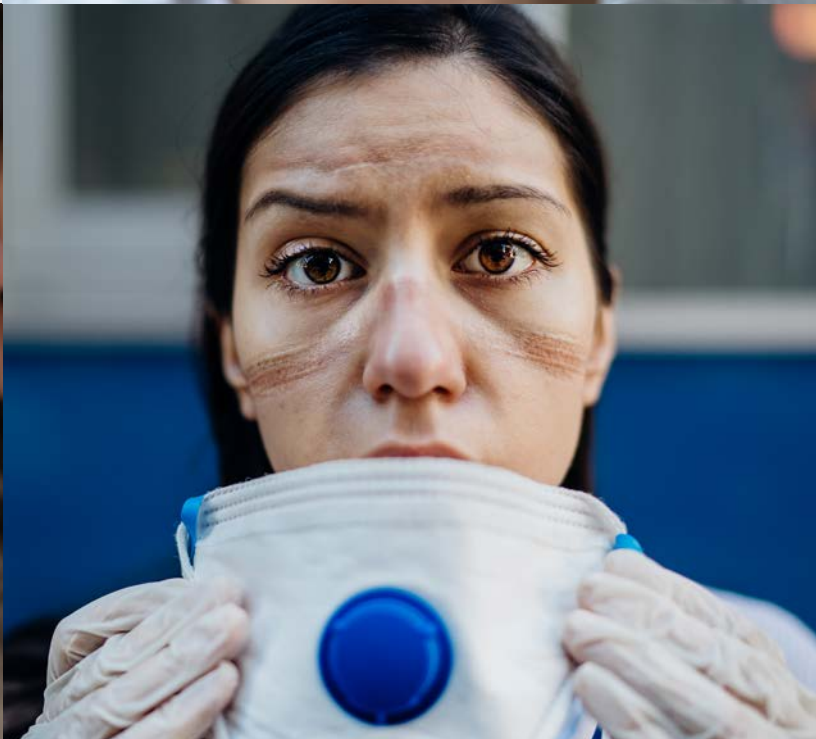




# WHAT DOES A HERO LOOK LIKE?

Dedicated to the heroes and all of the essential workers who  
make our senior living communities the best places to thrive  
for millions of Americans









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# "Therein Lies *Your Purpose*"

Barbara Conn, Chief Executive Officer, Morrison Living



## Barbara, Atlanta

- solution engineer
- lifelong learner
- culture maker

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"These challenges make us *better people* and a *better community*."

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It was Aristotle who said, "Where your talents and the needs of the world intersect, therein lies your purpose." When it comes to senior living, no truer words were ever spoken. All around me, on good days and bad, I see an army of heroes, powered by purpose, providing an essential layer of support to the seniors we treasure – as a nation, a community and as members of a family.

The pandemic of 2020 is not our first disaster. Nor will it be our last. But it has shined a light on fearless leaders, ingenious problem-solvers and relentless service providers – all relying on each other and rising together. These challenges galvanize and burnish us. They make us better people and a better community.

The challenge we face today also highlights the role our industry plays in supporting residents' need for self-determination, independence and a supportive environment in which they can age (and shelter) in place. While some of our residents have chosen to shelter with family during this time, the overwhelming majority recognize their communities as being the best place to be – helped by a heroic army of saints.

As essential workers supporting our seniors, you've shown that you were born for this. Here are just a few of your stories. And here's to the part you each play in making your senior living communities the best place to live and the best place to work. We thank you from the bottom of our hearts.

I'd like to send a special thank you to the industry leaders who have shared their perspective on the new horizons emerging in the senior living industry. You won't want to miss reading more of their thoughts in our final chapter, No Better Place for Tomorrow.



# Highlights From ***Our Industry Leaders***



**Scott Collins**  
President and CEO  
Link•age

Every senior in this country deserves access to meals, especially those living in food deserts. And each of them deserves social connection; perhaps none more than those with no internet service.



**David Lindeman PhD**  
Health Director  
Center for Information Technology Research in  
the Interest of Society (CITRIS), UC Berkeley

The opportunity to improve the quality of life for our seniors and the experience of our workforce is immense. Look for technologies of the future to radically improve our ability to do good work. But keep in mind, we're now in a season of accelerated change where that change has become a challenge in its own right.



**Steve Moran**  
Publisher  
Senior Living Foresight

I believe it is within our capacity to tilt the world on its side in favor of older people and senior living. But we'll need the courage to do the really hard stuff. And the courage to tell these hard stories.



**Ana Pinto da Silva**  
Co-founder and CEO  
Minka Homes and Communities

I've always believed that it takes a village to raise a village. We have the opportunity to build the cost-efficient, multi-ability, intergenerational homes and communities that are so urgently needed by older people and their families across our country, helping them live their best lives every day.



## Robert, Atlanta

- financial wizard
- creative sourcer (mask man)
- devoted to family

# To Do List For a Pandemic

## Robert Tindell, Chief Financial Officer Morrison Living

With so many in their care, leaders at Morrison Living, which provides culinary services to senior living communities throughout the United States, were called on to design and immediately implement new ways to protect residents and employees alike, in what may be the most intimate, “always-on” service setting outside of acute care.

And while we all did what was needed to protect our own families, team members across the country rose to the challenge. At a time when managers might expect a high level of turnover or absenteeism, Morrison actually saw the opposite, owing to a shared mission and love for their residents.

All of this work was accomplished by people who brought dedication and ingenuity to the challenge. And notably, by Maggie Fisher, who coordinated the efforts of a headquarters team that was completely dedicated to protecting and enabling our associates. I saw Maggie and her all-star cast of culinarians, sourcing specialists, sanitation experts, dietitians, marketers, communicators and trainers swing into action with remarkable speed, tenacity and passion. I consider it an honor to work alongside them.

Across the country, senior living communities lived up to their missions under the most challenging conditions. I’m proud that the heroes of Morrison Living lived up to their calling, going above and beyond the call of duty, even in the midst of their own personal challenges.



# From "to do" to done!

- ★ Overnight, dining rooms were closed and meals were delivered to the community's residents.
  - ★ Menus were tailored to the new service model so the food would arrive at the right temperature, with good consistency and presentation.
  - ★ Special attention was given to residents' needs for comfort foods and menus that boost immunity.
  - ★ Activities and treats meant to delight and surprise were brought to confined residents.
  - ★ Personnel were trained on the new criteria for infection control and the use of PPE.
  - ★ Many adapted to new roles and expectations.
-

# NO BETTER PLACE TO LIVE

Now more than ever









# Elvin Marmol

## Resident

The Silvercrest Center  
Queens, New York



## Elvin, Queens, New York

- grateful
- persistent
- always up for chess

I've lived at the Silvercrest Center for Nursing and Rehabilitation for close to 20 years. For me, it's a normal life, though it might not be for you. I'm quadriplegic and spend most of my time in a wheelchair. Actually, I'm a lot more than quadriplegic. I'm a father, a brother, a son.

Coming here wasn't an easy decision, but it was the right one. Back then I had an 11-year old and a newborn daughter who was born at the same hospital I'd been at for months, on a ventilator. By the time I was ready to leave I knew it would be nearly impossible for my then-wife to work, take care of two and tend to me.

So, I made the toughest decision of my life. But it has allowed me to be the best dad I could be – and not a patient in my own home. Here I can pursue my interests and do my therapy without being a burden on my family. I get lots of visits from family. I meditate, eat, play chess or sit outside and enjoy the fresh air. Even though I'm dependent on so many, I take pride in making my day as productive as possible.

That was then. Now we all have a new normal. We're closed off from family and our friends. But I'm safe here. Silvercrest acted fast, and I'm grateful for that. It has been a blessing to have this level of support – especially now.

But the emotional toll of all this change takes me by surprise. A friend of 15 years has passed, and my chess partner did, too.

But I've lived through hardship before and know it will make all of us stronger. So, we carry on. For people who need it, they can see the psychologist and they can exercise with the in-house TV channel. For me, I'll keep up with my meditation. There's a big team here to help and they listen to us. They do everything they can to accommodate us. When you see people making that kind of effort, that in itself is a battle won. So, if I have to find a new normal, I'm glad it's here. ■



# Barbara and Richard Conway

Residents  
Lenbrook  
Atlanta



Richard and Barbara, with their family

We know what it's like to have to care for parents who are blessed with a long life but need medical care – because we've been through it. There was no way we'd want our children to have to do that for us. So about five years ago we decided to make a plan for our lives and do it while we were young enough to enjoy it.

We've been thankful every day since. Maybe especially now. Even though we've been quarantined for months, we hear people say every day that they'd far rather be here than in their previous homes. In part, that's because our CEO and team moved immediately to make this the safest place we could possibly be. We can all see that their priority has been to protect us without impacting our quality of life.

We're actually kind of proud of all we've learned. We use Instacart to get groceries and talk to our kids on Zoom. We attend committee meetings online. With just a little "nudge," we're turning into regular techies!

As outdoor dining starts to reopen, we're grateful to again connect with our friends. Thankfully, we've found everyone healthy as we've gotten back together with our neighbors. There's no doubt in our minds that our dining program is at the heart of the Lenbrook community.

**"It has been  
a blessing to  
have this level  
of support -  
especially now."**

- Elvin Marmol



# Michele Randazzo

Director of Nursing  
St. Johnland Nursing Center

## Michele, Kings Park, New York

- doting grandmother
- avid vacationer
- wonderful mother-in-law

I was on vacation in Florida when we got the first inkling that a tidal wave was heading toward us. It's not good when Disney closes! By the time I got back to New York, our community was already taking the first steps to protect our residents and our employees.

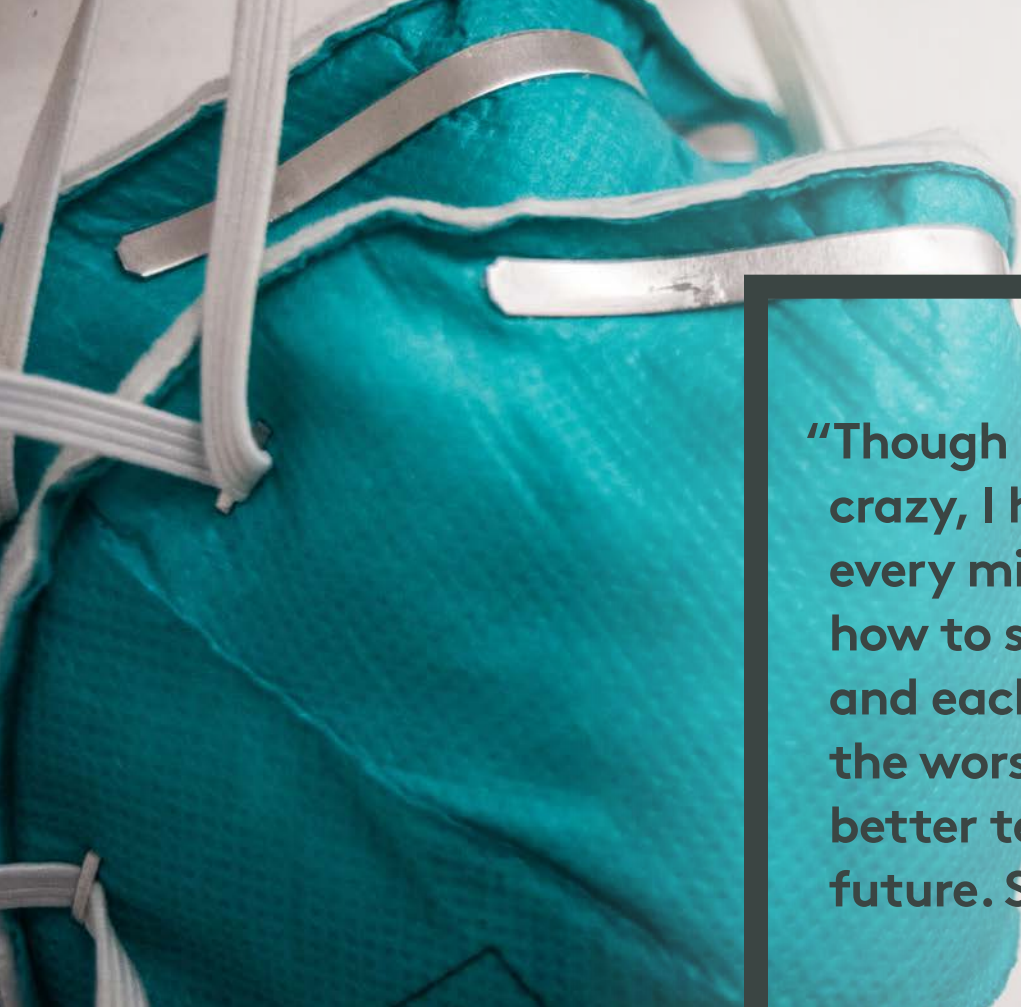
We have 250 beds, and we care for people with dementia and head injuries and those needing rehab and long-term care. I have a team of nearly 300 people who support them every day. Through their highs and lows, their celebrations and setbacks. They aren't like family to us. They *are* family.

Our first job was to protect our residents and our team members. We set up zones and procedures for each one to prevent cross-contamination. We practically built a bubble around residents. I thank God we had the PPE and supplies we needed and that we were able to test everyone. We stocked up, wrote new protocols, trained our teams, communicated with everybody and went into battle.

The feeling was surreal. Overnight, we organized around the need for everyone to stay in their rooms. 24/7. That was a sad day for a group of people who gain so much by eating and playing Bingo together, by socializing and doing activities.

Driving in on Easter, with my bright outfit and decorated headband, I had to pump myself up – to put on my cheerful face. You can imagine that many have been fighting depression. Each of us has done what we could to break up the monotony and be that ray of sunshine. Easter should have been a day of celebration, but instead it was





**“Though it sounds a little crazy, I have to say I’ve loved every minute of it. We know how to support (residents) and each other, even in the worst of times. We’re a better team, ready for the future. So bring it on!”**

silent. Really ... surreal. The only thing I heard in the hallway were my own footsteps. How can I express the deep sadness we feel? I don’t even know how to explain it to my family. Nearly every one of us has a story of losing one of our favorites. Some have lost many. So, think of the deep sadness you might feel losing a treasured aunt. Now multiply that by 10 – or even 20. The grief is just so deep and wide, and it has spared no one.

Here’s how we’re pulling through. The recreation staff, which is doing a remarkable job, has led a communitywide effort to create surprising and joyful moments for residents and staff. Everyone in the building has found a way to help the guy next to them. Housekeeping has helped nursing. Nursing has helped dining, and dining has helped housekeeping. Clerks are helping us feed residents. Nurses are coming in on days off. There are no divisions.

I, for one, rely on my faith to give me strength when I think there’s none left. To give me comfort when we have so few answers. I don’t know why this is happening, but I have faith good things will come from it. One thing I do know is that I haven’t gotten sick because I am needed to help people get beyond it. I really don’t want to sound like a hero because God knows I’m not. I’m just part of a good team.

And though it sounds a little crazy, I have to tell you that I loved every minute of it. Being here, working with people, supporting our staff. We have a lot more to learn from this. But I’m sure that now we know how to protect our residents, we know how to support them and each other, even in the worst of times. We’re a better team, ready for the future. So bring it on!



# Neighborhood Grocery Delivery



## FOOD INSECURITY BECAME A VERY VISIBLE PROBLEM DURING THE PANDEMIC,

as isolated seniors and caregivers working long hours were finding difficulty in accessing the groceries they needed. Nationwide, dining teams partnered with client communities to supply meals and groceries to food insecure people outside of our communities, as well as our own team members.





Two of our Bay Area life plan communities, Terraces at Los Altos and Piedmont Gardens, worked with our dining partner, Morrison Living, to provide much-needed food for isolated residents in nearby HumanGood affordable housing communities in the Bay Area.

Overall, 250 bags of groceries were delivered to residents and a few team members who had no means of getting food. These are residents who have no family members, no Meals on Wheels, no brown bags, no food boxes and their caregivers cannot find food because the shelves in local stores are empty.

Sometimes it takes the worst to bring out our best.

This is why I love my colleagues. They step up where they see a need. And they will do it again. And again. For as long as it takes. They don't expect to be noticed or thanked. They do what is right not because it is their job, but because it is who they are.

They are HumanGood.

*John Cochrane  
President and CEO  
HumanGood*





Celebrity Chef Bal Arneson delivers Virtual Teaching Kitchen live streams



Village at Rockville residents made guacamole along with Chef Susie during the Virtual Teaching Kitchen



## MORRISON'S RESIDENTS HAVE COME TO LOVE TEACHING KITCHEN EVENTS

as a way to celebrate food, community and lifelong learning. So we had to find a way to creatively deliver a comparable experience. To inspire and entertain residents, Morrison's community chefs streamed and recorded Teaching Kitchen sessions that focus on fun foods and dishes that are especially good for health and wellness. The dishes are easy to make at home. Some sessions feature in-home delivery of dishes prepared in the live streams.

In addition, Chef Bal Arneson, Compass celebrity chef and Food Network star, has developed a series, "Clean and Simple – Morrison Living's Virtual Teaching Kitchen," exclusively for Morrison Living. The lessons focus on flavor, spices and ingredients and their individual power to boost health and immunity and can be broadcast on community TV channels or via video.





# MOVING MOUNTAINS

## SOURCING MEETS THE DELIVERY SERVICE CHALLENGE

The change from congregate dining to room delivery required menu and workflow revisions, as well as a huge effort to source the needed delivery bags and disposables.

475

MORRISON LIVING  
COMMUNITIES

70,000

RESIDENTS SERVED  
DAILY

185,000

MEALS SERVED  
DAILY

5,500,000

MEALS DELIVERED  
MONTHLY

1.5 MILLION

BAGS NEEDED FOR DELIVERY MARCH/APRIL 2020



# Send a Smile!

The Compass companies have a LOT of experience working together when times are tough. During floods, fires, hurricanes and pandemics, they've shown an astonishing ability to support each other's needs. In March, the team at Chartwells K12, which serves primary and secondary schools, faced one kind of challenge, just as Morrison Living faced another. That was the environment that gave birth to Send A Smile.

When senior living communities were no longer accepting visitors due to coronavirus, Chartwells K12 rallied children across the country to write letters and draw pictures, to send smiles to isolated residents. Those residents could then send a smile back – connecting our youngest generation to our oldest through the timeless tradition of pen pals. Make that Gen Pals.

# SHARING APPRECIATION

Words of support from our client partners

**"It is truly heartwarming to witness the (staff's) dedication during this trying time. Day after day, showing up for work ... be it a leader or a high school employee, addressing food and simply offering a smile of assurance."**

John Dickson IV  
President & CEO  
Redstone Presbyterian Senior Care

**"Morrison Living's ability to support one another through a deep bench of talent has been a godsend."**

Marvin Cole  
Executive Director  
Friendship Village

**"With uncertainty everywhere, the Environmental Services team here at Amsterdam Nursing Home has been a beacon of leadership and a true partner – effectively managing people, processes and outcomes."**

Bill Pascocello  
Senior Vice President and Administrator  
Amsterdam Nursing Home





## Making Moments to Remember

Senior living communities make it their mission to perpetuate the traditions that have made their residents' lives so enriched. Whether that means hosting a wedding so all family members can participate or celebrating milestone birthdays in a big way, community leaders and dining teams work together to make life's most precious moments accessible and memorable.

Some events are too momentous to be derailed by a pandemic. Take the 50th wedding anniversary of Paul and Judy Brown. Judy is a resident undergoing therapy at Wyoming County (New York) Community Health System Skilled Nursing Facility, which was on lockdown as their big day approached. With a little help from Activities Director Susan Winiecki and the local fire department, the couple renewed their vows face to face — complete with the bride's wedding veil and the daisies and roses that were in her original bouquet. We congratulate the happy couple and all who made this memorable moment possible.





# Taking Care of Our Own

No matter what is happening within our communities, life tends to go on in the world outside – that is, unless you're in the midst of a pandemic. For some, milestone moments could pass by without applauding them – lost in the other priorities or superseding forces. Celebrating life's special moments and making memories happens to be Morrison Living's specialty.

When two of her team members graduated from college and one received his high school diploma, Sonia Gonzalez, director of dining services at The Reutlinger in Danville, California, wouldn't let these achievements pass without the appropriate fanfare. Inviting a few friends and family to join the festivities, the graduates were feted at a socially distant prom/graduation party that no one will soon forget. Congratulations to all Morrison Living associates who reached a milestone this year – and especially to Leslie Padilla on receiving her bachelor's degree in criminal justice; to Luis Favila for earning his high school diploma; and to Ketty Luque for her new associate degree in health and science.





# NO BETTER PLACE TO WORK

Stories from people who were born for this moment









# BORN TO LEAD

Mashawn Lynk, Plant Operations Director  
EHM Senior Solutions



## Mashawn, Saline, Michigan


- culture builder
- servant leader
- devoted to his family

There is no doubt in my mind that an army powered by “purpose” can do anything it sets its mind to. When I think about all we’ve been through over the past few months, there are many reasons for our success. But one factor stands out above all others – and that is the role that purpose – or the “why” – has played in helping us serve as a bridge to others in need.

I’ve had the honor to lead the plant operations, maintenance and housekeeping teams here for about three years now. We support a campus with 200 beds, serving those in long-long term care, acute rehab and hospice. Working alongside Bridget Wilson, who oversees our dining team, we’ve built a powerful culture that has seen us through a number of challenges and changes. But nothing in our past has tested our resilience like COVID-19.

We’ve been really intentional about lifting up our culture. From the start, we’ve talked often about why we do the things we do. Why standards are important. Why compassion is key. And the link between our own team’s engagement and residents’ experience and satisfaction. It has been so great to see our associates stepping out, seeing with their own eyes that their efforts to go above and beyond can make all the difference in a resident’s day. And it has had an impact, as evidenced by our successful CMS surveys and infection control audits.

When COVID-19 hit hard in Michigan, it was time to literally double down on our communications. I mean the whole nation has been scared of the reported infection rate in “nursing homes.” So, we made it our mission to get in front of our associates to amp up the communication on the new what, why and how. With pre- and post-shift team huddles and training sessions for every shift, we drilled them on new procedures, new chemicals, when needed, and on donning and doffing protocols for PPE.



To attack fear head-on, I made it my mission to lead from the front. I wouldn't ask my team to do anything I wouldn't do myself. So, like many other leaders in Morrison, I went in first – to show them my own confidence in our protocols and our ability to keep each other safe. That also helped me know firsthand that we had the right tools for battle and a team that knew how to use them.

Those of us who are able to go home to our families at night can only imagine how difficult it must be for our residents. Our team members are among the only people they may see in a day. So, it's vital that we spread cheer and make meaningful connections with every visit.

It has been a long road for everybody. And I'd be lying if I didn't say that at times we've felt a little war-weary. So I lean on my regional team – and my team leans on me – to get a shot of energy when we need it most.

With a combination of discipline and grace, none of our associates has contracted the virus. In so doing, we've protected their families, our colleagues and our residents, as well. Like I said ... an army powered by purpose can do almost anything.





# BORN TO ENERGIZE

Sara McVey, President & CEO  
Sequoia Living



## Sara, San Francisco

- laughing leader
- status quo snacker
- yoga lover

My mom was the queen of one-liners. At the end of our conversations, she'd always wrap it up with a zinger. Here's one of my favorites: "Sara Rose, you can either be courageous or comfortable – but you can't be both." That was certainly on my mind when I took on this role, moving from Seattle to San Francisco about nine months ago. I wanted a new kind of challenge – and boy – the universe has certainly overdelivered!

We'll be missing the point if we think spring 2020 was all about COVID-19. Or about racial unrest. For me personally, and as a leader, two earth-shaking forces have worked in tandem to create a moment that's about valuing each other on a much deeper level and getting intolerant of the barriers that keep us apart. And if that's true, there's no time to waste. We have to challenge ourselves – in literally every corner of our lives – to jump out of our comfort zones with the courage and energy of superheroes to grab this moment and make the best of it.

Fortunately, just in the nick of time, we're discovering superpowers that are all around and within us. If we've learned nothing else, it's that we have to seize and harness our newfound strengths if we're to accomplish what now needs to be done.

Don't you feel like we've all gotten X-ray vision, seeing things now that were invisible yesterday? It's almost as if we're seeing each other for the first time and connecting in entirely new ways. We've gained respect for the burdens and vulnerabilities carried by our sisters and brothers who share this uncommonly common mission. With a flash of enlightenment, our associates and residents now have a new respect for the well-being of the community as they consider their own personal desires or preferences. Today, we're all a lot more compassionate.



**"Two earth-shaking forces have worked in tandem to create a moment that's about valuing each other and getting intolerant of the barriers that keep us apart."**

We're also keenly aware of the language and tone of our verbal connections. We're surrounded by people baring their hearts as they intentionally express love and support. This is especially true of our residents who've been so grateful for the steps we've taken to protect them. We're sharing optimism and putting purpose behind our planning to build engagement – for residents and our team members. We've become so much more authentic.

And finally, I've seen an army of superheroes who won't back down from the challenge to go from good to great. It doesn't have to be an all-out revolution if every day we're doing something better than we did yesterday. It doesn't take an act of Congress to try something new. Our teams are moving quickly to perpetually outdo themselves and to make the mundane into something great. Their courage and new insights will power our reinvention with an intolerance for wasted time and effort. I'm proud to say that today, we're more innovative.

Compassion, authenticity and innovation, powered up by courage and energy. We'll need all these powers and more as we give new shape to our future profile. I'm incredibly excited to look ahead – even knowing that we haven't seen the last of this horrendous virus or social unrest. At Sequoia Living, we're not preparing for the "new normal." We're sprinting toward the "new NEXT!" Spring 2020 has helped us grasp our own superpowers, confidently transforming our discomfort into courage. It's given us the power to accelerate the change and growth that we've been needing and will make us better leaders and service providers.



# BORN TO BE RESOURCEFUL

Tracy Blazer, Regional Director of Operations, Morrison Living



## Tracy, Los Angeles

- dedicated
- compassionate
- (british) team player

I've always believed "it takes a village," and the Compass village sure showed up when we needed it most. We naturally turned to Foodbuy to source the supplies we needed right away, and then we connected with sister companies that operate business nearby that are temporarily closed. FLIK, Eurest and Bon Appétit all offered supplies and talent to my clients and also to a few senior living communities that weren't clients but had urgent needs. Today a slew of their chefs and servers are chipping in on our kitchens and throughout our communities. One Eurest sous chef, Ming Tan, is even serving as a security guard at a screen checkpoint!

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*"I've always believed that it takes a village and the Compass village sure showed up when we needed it most."*

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Eurest sous chef, Ming Tan working security at Forum Rancho San Antonio in Cupertino



Tracy Blazer and Shawn Leary receive the first of two mask shipments from China

Because the shortage of masks was going to be acute, we also made a special effort to secure those. After Canteen graciously offered us a supply of their own, we looked outside the company for even more. With my husband's help and connections in China, we hit the jackpot. We got 500,000 masks directly from China and distributed them to nearly 300 Morrison communities nationwide.

# BORN TO BE LOYAL

Romeo Mauricio, Senior Utility Associate  
The Forum Retirement Community



## Romeo, Cupertino, California

- loyal
- observant
- big-hearted father

*As told by Victoria Gumila,  
Food & Beverage Manager*

Romeo Mauricio, a member of our senior utility staff is my hero. When COVID-19 came up, I was concerned about his well-being, as he could be at higher risk, so I let him know that he could stay home to protect himself and his family until all of this is over. Tatay (father) Romeo, as we all call him, looked me in the eye and said, "We are in a very difficult situation. You are going to need all the help you can get, and I am here for you. As long as I am healthy and strong, I will keep on coming to work. Don't worry about me."

There was a time when Tatay Romeo took it upon himself to hang out in his car after he dropped off his wife (who works in our laundry) to make sure there was a dish washer in on each morning shift. He actually keeps an extra uniform in his car "just in case Victoria needs me." Tatay Romeo often works six days a week, sometimes even two shifts, and he never, ever complains. On his days off, he also often finds time to cook something and bring it to work to share with everyone.

In my eyes, Tatay Romeo is a true hero who represents the heart and soul of this community. I am forever grateful he is part of my awesome team.

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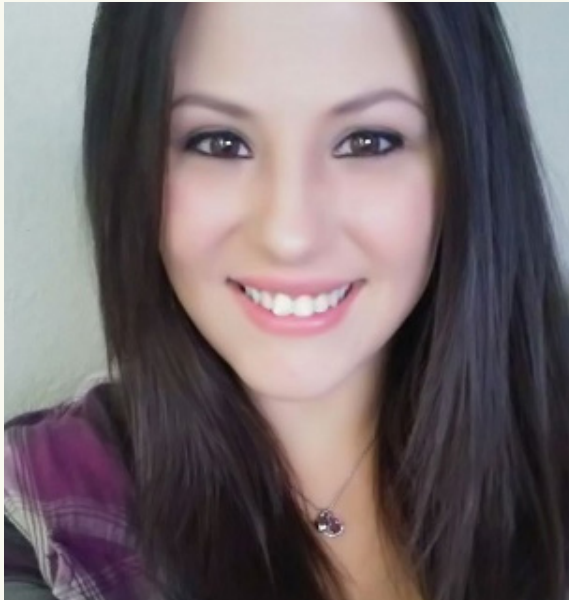
**"As long as I am healthy and strong, I will keep coming to work. Don't worry about me."**

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# BORN TO CARE

Sara Wendt, Hospitality Manager, Friendship Village, Tempe



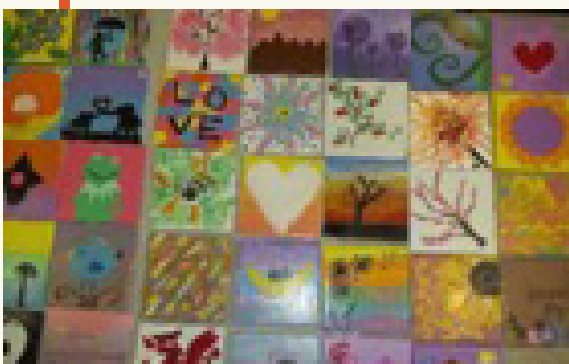
## Sara, Tempe, Arizona

- enthusiastic
- helpmate
- caretaker

I came to this community in 2011 because I wanted to make a difference. What I didn't expect to find is what a difference the community made in me! I feel it every time I walk through the village – every time I pass a resident and we share bit of cheer. That spirit of caring is what makes this village a home, for the people who live here and those of us who work here.

When our residents needed to shelter, we wanted to find new ways to keep that spark alive. So I got to thinking about something we could all do to send a little sunshine to each of them. It needed to be something that was enduring and heartfelt. And something everybody could contribute to.

Mother's Day gave us the perfect reason to tap our inner artists. We tarped the Courtyard Buffet and turned it into our art studio. Then our team members painted a tile for each woman in our community to share in a Mother's Day gift bag. We painted as if we were each creating a coaster for our own moms. Our hearts about burst to see their expressions when they saw what we'd done. Their faces say it all. The spirit of this village is stronger than ever.



# BORN TO HONOR TRADITIONS

David Bland, Executive Chef, White Sands of La Jolla



## Chef Dave, La Jolla, California

- high energy
- experimenter
- plays with food

Adjusting to the pandemic started with a sprint and has ended in a marathon. With just a day's notice we had to create menus suitable for delivering meals to every resident. Once we got the basic menus and process down, we turned our sights to the extra touches that are so memorable – like special celebrations for Easter and Passover. We have a large Jewish community here at White Sands, so we set about creating a Seder “survival kit” that retained the holiday’s ceremonial sanctity. Our residents were so surprised – especially when they were offered Manischewitz with their home-delivered meals.

Birthdays have also been hard for families with a quarantined loved one. A week ago, a resident’s son asked if we could continue the tradition of celebrating his mom’s birthday with a rack of lamb meal and her favorite chocolate cake. Who could say no? The whole care team joined in as they FaceTimed with her family and sang Happy Birthday. These special moments I will hold in my heart forever.





# BORN TO GET CREATIVE

George Lancie, General Manager, Dining at Canterbury Court & Morgan Osbaldeston, Senior Marketing Manager, Morrison Living



## Morgan, Atlanta

- non-artist
- sleeve-roller
- equestrian

Our teams across the country are backed by a collection of specialized professionals, supporting all key headquarters functions. During the pandemic, our marketing team offered the field easy-to-use, customizable solutions. Many of these ideas were developed by our creative leaders in the field.

When George Lancie's team at Canterbury Court in Atlanta wanted to send greetings to their residents, they wanted to do something big and bold. With the community closed down, they had a rare opportunity to use the parking deck as their poster board. In full sight of residents, the team set about creating a giant sized chalk drawing. It took a lot of chalk.

I loved their idea and wanted to make it easily doable elsewhere. But I was concerned that the whole "hands and knees, chalk thing" would be hard for people to execute. So instead, we created giant stencils and I sourced chalk spray. In no time, sideways signs popped up all over the country, created by team members inspired to send cheerful messages to their colleagues and residents.



# SHARING THE LOVE

Sharing words of kindness from wonderful residents to extraordinary frontline workers in the field

March 21, 2020  
Emily & Kitchen staff -  
What a great job of  
switching horses in the  
middle of the stream.  
You people in the  
kitchen/dining room are  
magnificent!  
It's actually fun seeing  
the servers' smiling  
faces coming down the  
hall with the food carts.  
I love getting served  
chili in my apartment  
where I can load on the  
cayenne!  
Thank you from all of us!

You  
all  
are  
doing  
Great!  
Thank  
you

I would like to extend my thanks and appreciation for the efforts made by the staff in yesterday's Luau fun. The decorations were wonderful. Especially the carved veggie bouquets. I enjoyed most of the programs on TV 998. I learned quite a bit from the videos about the Hula Dance. I can't wait to see what's coming for Cinco de Mayo and Mother's Day. It's great to be living at Spring Lake Village. I'm impressed at how well we are being taken care of.

Thank you,  
Marilyn K.



# BORN TO DIVE IN

Andrew Slawinsky, Director of Plant Operations  
Church of Christ Care Center



## Andrew Clinton Township, Michigan

- humble
- passionate professional
- ready for a storm

At the beginning of the pandemic, we were pretty good. I heard about a lot of communities around us getting cases, and so we got ready. We stocked up on supplies and PPE and took all the steps we needed to be more preventive. We did everything we possibly could to keep our residents safe.

I oversee the Church of Christ Care Center's maintenance team of four and also Morrison's housekeepers and laundry personnel. Altogether,

we have about 22 people, who provide "silent service" to our residents. I tell my team all the time, "Don't say you're just a housekeeper or maintenance man. You're a caregiver. Taking care of our residents just like nurses do." We might be behind the scenes, but I let them know that we're just as important.

When our first residents got sick, some were going back and forth to the hospital, so we couldn't control their exposure. Within our own community though, we knew what to do. We made certain wings isolation zones to protect our residents and workers. We were fanatical about sanitation and the use of PPE.

With everything going on here in Michigan, I really wasn't surprised when our own team members got it. It felt like every day we heard of one more person. To make matters worse, our housekeeping supervisor was one who tested positive. So, we shuffled things and got inventive. That's when the maintenance team and I decided to dive in. We got them emergency training on chemicals and protocols. We got all geared up in our PPE and divided the wings among ourselves. We did everything the housekeepers would do. Then, we got help from Levy (a Compass Group company) and also from a temp agency. Eventually, more help came and people started coming back to work. I don't think we've seen the last of this thing, but we're definitely ready if there is a rebound.



**"We're not heroes.  
We're just everyday  
people doing our jobs.  
One day we could  
be in their shoes."**

Yes, it was frightening. So we just kept our heads down and carried on. But we're not heroes. We're just everyday people doing our jobs. We knew it was urgent – we had to serve our seniors. One day we could be in their shoes.



**Church of Christ Care maintenance crew ready for housekeeping duties**



# BORN TO SHARE STRENGTH

Dr. William Palumbo, DCN, MS, RD, CDN, LNHA, Regional Director of Operations



## William, New York

- holistic
- team builder
- loves red rocks-sedona

In senior living, we often walk the “road of life” with our residents, regularly enjoying each family’s happy moments, as we celebrate joy, health or a special event. Walking with them through the COVID-19 pandemics has been a different kind of journey – one marked by fear, sickness and for some, untimely death.

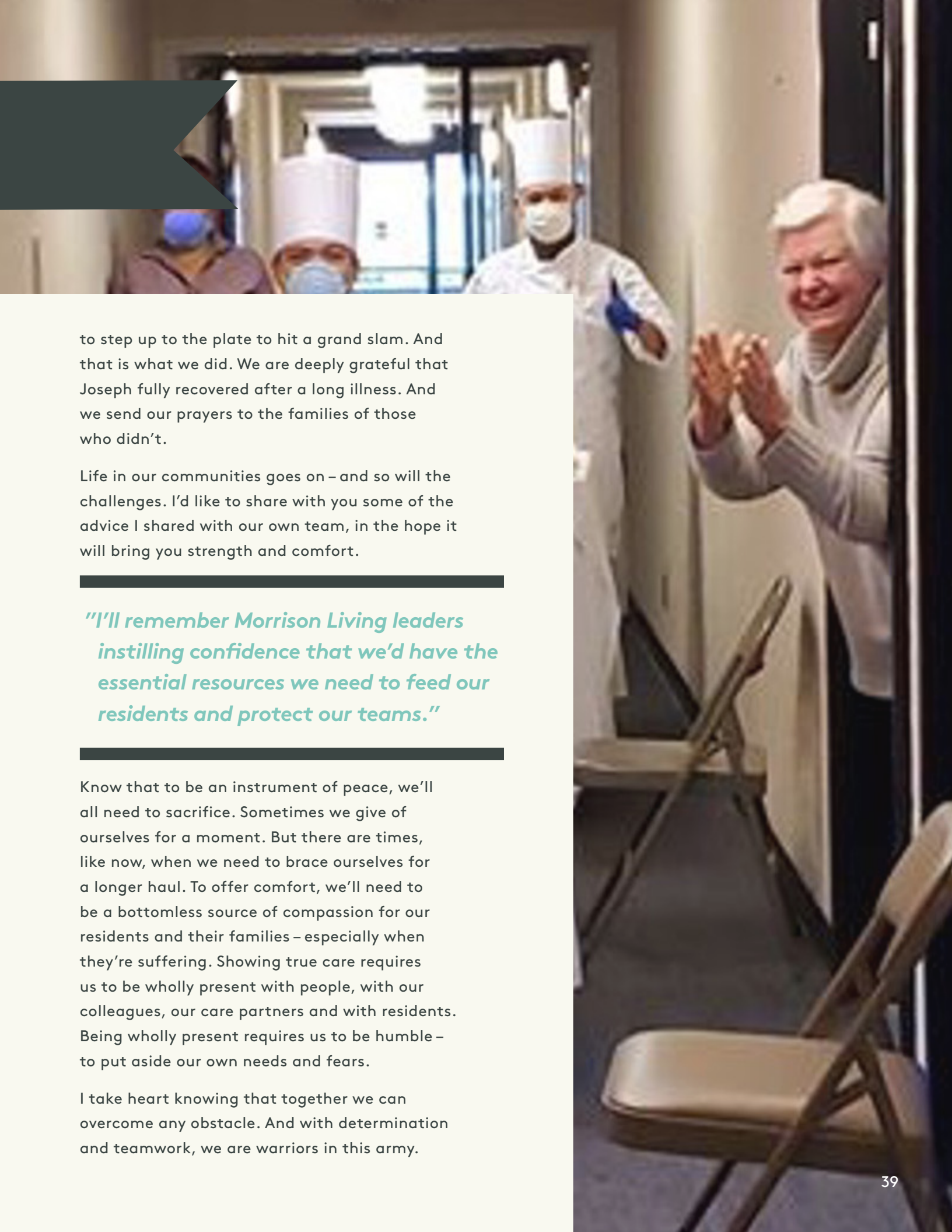
It takes a special kind of person to do this work. And it takes a whole family – or maybe we call it a village – to help them through it. When I think

back on this season, I’d like to first remember how this team came together to give strength to each other and in turn, to our residents and care partners.

I’ll remember the relentless leadership of administrators, physicians, nurses and HR professionals who expertly navigated during this turbulent time. Through their strength, they share calmness, rational thinking and hope.

I’ll remember Morrison Living leaders instilling confidence that we’d have the essential resources we need to feed our residents and protect our teams. Their constant communications kept us informed and gave us each an awareness of the strength we shared as “family” members. We were never alone. We were informed and resourced and able to stand up to the emotional and physical toll ahead of us. We developed a new awareness that family is a source of stamina, strength, perseverance and drive (not to mention face masks, sanitizer and bottled water).

None of us will forget the moment we heard that our regional VP, Joseph Viviano, had caught the virus. If it hadn’t been before, that certainly made things personal. Joseph is a vibrant leader who has shown us that “together we can accomplish more.” So many prayers and messages flooded the region. It was obvious that he’d supported and mentored so many. And it wasn’t just Joe – we had other team members also fighting the disease. For all of them – we knew we needed to make them proud. We needed



to step up to the plate to hit a grand slam. And that is what we did. We are deeply grateful that Joseph fully recovered after a long illness. And we send our prayers to the families of those who didn't.

Life in our communities goes on – and so will the challenges. I'd like to share with you some of the advice I shared with our own team, in the hope it will bring you strength and comfort.

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*"I'll remember Morrison Living leaders instilling confidence that we'd have the essential resources we need to feed our residents and protect our teams."*

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Know that to be an instrument of peace, we'll all need to sacrifice. Sometimes we give of ourselves for a moment. But there are times, like now, when we need to brace ourselves for a longer haul. To offer comfort, we'll need to be a bottomless source of compassion for our residents and their families – especially when they're suffering. Showing true care requires us to be wholly present with people, with our colleagues, our care partners and with residents. Being wholly present requires us to be humble – to put aside our own needs and fears.

I take heart knowing that together we can overcome any obstacle. And with determination and teamwork, we are warriors in this army.





# NO BETTER PLACE **FOR TOMORROW**

A look ahead from industry leaders

**"As a business, we'll be watchful.  
We'll navigate the need to  
balance the safety of the whole  
community with the need to  
protect the individual rights of  
each resident."**



# Robert Musser

**Vice President  
Senior Living Operations  
Diakon**

Communities in my slice of the country so far have been spared the full force of the virus that is so heavily affecting senior living communities across the country. While we certainly have had cases at some facilities, that more-limited impact has given us time to prepare, benefiting from the experience others have shared, including my colleagues in other regions. If it hits us here as it did elsewhere, I'm confident we'll have supplies and training, updated crisis plans and zoned cohorts ready to protect our residents and employees.

It is a little early to predict how this will change us. But on the public-policy level, I believe we will have a new appreciation for a properly supported continuum of care. I expect we'll be hungry for modern solutions, such as telemedicine, and intolerant of the red tape and inefficiency that hampered the efforts of passionate and capable people who worked to overcome obstacles.

On the leadership level, we will be better managers, expressing consistent appreciation for the team members who give their all – even when that means putting themselves, and potentially their own loved ones, at risk. We'll be more inclusive in our communications and planning and more trusting of one another.

As a business, we'll be watchful. This pandemic has brought into sharp relief some of the age-old questions of community living and it has given them a new twist. As the virus spread, we had the latitude to make tough decisions needed to protect the well-being of the community. But as our communities serve as home to our residents, we also have a moral and legal obligation to protect their individual rights. We must navigate the need to balance the safety of the whole community with the need to protect the individual rights of each resident.

At the end of the day, we attract residents to our communities for the lifestyle, the care and comfort they'll receive in a safe environment. Safety is a key element in a much broader resident experience. Therefore, we will need to stay attuned to the perceptions and wishes of the residents who have lived through this, just as we measure the expectations of future residents and their families.





# Priscilla Haynes

Executive Director, Santa Clara Methodist Retirement Foundation

I've been privileged to serve as the executive director of the Santa Clara Methodist Retirement Foundation for seven years. We manage two campuses in Silicon Valley. Our mission is to provide affordable housing and services to seniors and people with disabilities in our community, so they can live their entire lives with safety, dignity and respect.

In the next five or six years our nation's baby boomers will be entering their 80s – a common age for people starting to consider senior housing options. It doesn't take an economist to know that the aging of the boomers will mark a surge in industry growth that will magnify the staffing challenges we're already seeing. Over the past 10 years, 21 million jobs have been created in our field. But senior housing and care is being crushed by turnover as high as 66%. In this environment, it's no wonder that everyone from cooks and servers, drivers, maintenance, medical workers and property managers are expected to be in short supply and high demand, given competition as varied as healthcare providers to fast food restaurants.

By 2060 it's estimated that 57% of seniors in America will be Caucasian, while 43% will be racial minorities. As the makeup of our population changes, so too must the profile of our teams. That's why it's also essential that we ensure workforce diversity – from the most entry level to the most senior positions. Only then can we provide supportive environments for residents who are more diverse than ever.

How do we attract the right talent and earn their long-term commitment? In other words, how do we become that compelling, socially responsible “employer of choice?”

Let's start by thinking outside the box. New challenges call for new thinking – and possibly the challenging of historic norms to make headway. We've seen this in the handling of the COVID-19 pandemic, where unnecessary regulations were dropped to meet the urgent needs of the moment. Perhaps now is just such a time to challenge the biases of the past.

On the dining services side, we have long regarded high schools and local restaurants as a great source for new hires. What if we broadened our thinking? Consider for a minute the powerful loyalty we could engender by hiring those who are often turned away from other positions because of their history or lack of experience. Could we identify “heart-of-the-house” roles where their skills are valued, and their gaps are supportable? As an example, what would it take to develop the screening and support mechanisms to hire a nonviolent person recently released from prison who's highly motivated to get her life back on track? What if we dedicated ourselves to hiring more immigrants who are starting to learn English? Could we be that place where populations who find it difficult to get a foothold in society, get a solid “leg up?”

These are not simple questions – and their answers will require full-bodied support. To attract the right talent and earn their long-term loyalty, we'll need a host of supporting mechanisms, like new training protocols, translation support, concerted career pathing and mentoring. Perhaps above all, it takes a willingness and commitment to knowing each of your associates well enough to properly support their next steps – at work and potentially in life.





# Chris Miller

## Executive Director, Clermont Park of Christian Living Communities

The pandemic has thrown a new kind of challenge to everyone involved in senior living. Beyond the need to respond to the immediate issues posed by COVID-19, we're challenged to adjust our path in ways that continue to serve the long-term needs of our residents. So what are we learning – and where will this lead?

Protecting our residents' emotional and physical well-being as they age requires that we provide our seniors with an empowering environment where residents have purpose, connection and autonomy. Clermont is an Eden Alternative community, so we place the highest value on maintaining a culture that allows everyone to participate and fully engage – as they choose. But our normal collaboration

with them during this emergency has not been occurring. We've had to mandate restrictions on our residents who are accustomed to having a lot of input on their community and culture. Imposing these kinds of restrictions has been, for me, the hardest thing of all.

Strong relationships have been the key to navigating this time well. The relationship we have with the dining team gave us confidence to make these decisions, knowing they'd make the best of the situation. With open communication, we felt ready to act fast and take risks as we figured out wise next steps. I think our shared trust actually empowered our dining leaders to be more creative than ever. They've supported not just the residents' dietary needs, but also



helped ward off anxiety and depression by dreaming up all kinds of surprises. Our residents have been in the best place they could possibly be. They've been sheltered and cared for and very often delighted by a creative, tireless team.

Looking ahead, I have no doubt that senior living will be better for this. After immunities have been built, vaccines delivered and crisis plans updated, we'll have new sensibilities about relationships, trust and the value of a hug or handshake. These will be the ingredients we bring to the table as we balance safety and independence, envisioning enduring models for supporting our elders in the future. This is a team forever changed and ready to work with our seniors to get back to the business of designing for the future.







# Ana Pinto da Silva

CEO

**Minka Homes and Communities**

As a newcomer to senior living, I'm mindful of how much there is to learn in this field. I am so grateful to the incredible people who mentor and inspire me every day and for the opportunity to apply my experience as a designer and technologist during this critical moment in our history. Given the challenges we face, how can we leverage the power of design with the potential of emerging technologies to transform the world we live in, enabling people to thrive across the full arc of their lives?

I come to this work with a passion for the power and value of intergenerational communities. From my earliest days, I remember sitting at

the dinner table with my family in Portugal. I was just in awe of my grandparents, aunts and uncles. Their intense, vivid conversations were shot through with love, humor, insight and wisdom, helping me understand how the story of my family connected to the broader world around me. Since that time, I've always appreciated the deep friendships that emerge across generations. Researchers tend to focus on the generational differences between people, but I learned early on that 17- and 77-year olds have so much in common. We truly come alive in each other's company, and though we may express ourselves in different ways, we share so much. Like hopefulness, for example, a love of independence, a desire for friendship and the universal need to connect with purpose and meaning.

Older people have struggled for decades to age in their homes and communities. Just 1% of American homes meet accessibility standards. Our seniors, especially those in the middle market, struggle to find adequate housing they can afford. The COVID-19 pandemic has force-multiplied the challenges faced by older adults. State-wide social distancing orders have increased isolation for older people, magnifying the already significant health impacts of social isolation. Millions of older Americans have lost significant value in their retirement portfolios since the onset of the pandemic and millions more are now facing unemployment. The pandemic has disproportionately impacted communities of color. Despite accounting for just 13 percent of the overall population in the United States, Black Americans account for 34 percent of confirmed cases, 36.4 percent of hospitalizations, and 21 percent of deaths. Affordable solutions that center equity to deliver health, safety and wellness at scale are urgently needed to transform the lives of millions of older adults and their communities of care.

As the CEO of Minka, I am honored to

collaborate alongside a brilliant group of designers, researchers and engineers as we work to create technology-forward, human-centered homes and communities that build resilience and simplify independence so that people of all ages and abilities can live their best lives on their own terms. Our homes are inspired by the original Minka homes in Japan. Emerging in the Edo period, Minka homes were designed to be “houses for the people”. We believe that every heart needs a home and we are laser-focused on bringing the Minka mission to life.


I’m excited by two recent events that power our journey. The first is a new round of funding by Covia Group and the Ziegler Link•age Funds. Their investment will allow us to merge sustainable design with emerging smart-home technology to create affordable homes and communities that help people live their best lives, regardless of age or ability. We are so grateful for their belief in our work and mission.

The second is our partnership with the Clearfield County Area Agency on Aging to build the Village of Hope in Clearfield, Pennsylvania. With the inspiring, visionary leadership of CEO

Kathy Gillespie, The Village of Hope will be a community where neighbors help neighbors who are living with physical challenges and cognitive change live independently, with purpose and connection. Not only will the Village of Hope build resilience within its own community, it will also serve as resource for the broader region, providing housing, job-training, health care resources and nutrition support.

I’ve always believed that it takes a village to raise a village. With the focus and dedication of our amazing team, partners and investors, we have the opportunity to build the cost-efficient, multi-ability, intergenerational homes and communities that are so urgently needed by older people and their families across our country, helping them live their best lives every day.

I believe that collaboration with purpose is joy personified. The work we have before us is beautiful, inspiring and centered in joy. Each challenge is a gift and I’m so thankful to be part of the inspired community of practice that is helping bring our vision to life.



**“I believe that collaboration with purpose is joy personified. The work we have before us is beautiful, inspiring and centered in joy.”**





# Danny Stricker

**President, Ascension Living**

My role is to provide leadership to Ascension Living's more than 50 senior living communities, which includes community-based independent living, assisted living, memory care, skilled nursing, short-term rehab and the three programs of all-inclusive care for the elderly (PACE). Additionally, I have responsibility to integrate our hospice and home health partners into our Ascension continuum of care.

My hope is that 2020 will go down in history as the year when we, as a nation, gained a much deeper appreciation of our seniors and an understanding of what it will take to enable them to safely age in the settings they chose for themselves. Some will choose to age in their homes. Others will seek the support of a senior living community, one that is built to support its residents' physical, emotional, social and spiritual needs.

The COVID-19 virus has put the industry's challenges in clear view. But I'm confident that the successes and the failures witnessed during this time will give our country additional framework we need for the future of aging services, especially regarding the need to provide integrated support for older adults as they experience the full continuum of care. The support that our caregivers need has also gained clarity, and the lessons learned should contribute to solving the clinical workforce shortage that is still on the horizon. Our senior living caregivers deserve recognition as heroic frontline workers. We – and our legislators – have a lot of work to do.

It will be essential for our industry to unite in this new era if we are going to attract and retain the talent we'll need to deliver the care and services our seniors deserve. Growth opportunities for our leaders will be just as important as staffing our front lines with workers who are attracted to aging services – either as a short-term opportunity or a potential career path.

Looking ahead, I believe this will be a transformative decade that will both challenge and reward our industry. Organizations that continue to double down on quality and service first will find abundant opportunities to participate in the care of older adults, wherever they choose to call home. Our seniors have made it clear – they want to make their own choices when it comes to how they live – right up to the end of life. Empowered by the lessons of 2020, industry providers who enable seniors to make those choices will have tremendous opportunity in the coming decade and beyond.

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**"We've always known that it takes a special kind of person to work in senior living. To be frank, not everyone is cut out for it. Even in the best of times, it takes compassion, love and endurance that few jobs require. Now we have a new awareness – we also need people willing to face the risks inherent in our settings. They do it because they love our seniors. Our future as an industry relies on our ability to attract a remarkable workforce, showing them equal care, value and love."**

Andrea Woods  
Regional Vice President  
Morrison Living



# Steve Moran

## **Publisher, Senior Living Foresight**

In June, the *Wall Street Journal* published an explosive article titled, “How New York’s Coronavirus Response Made the Pandemic Worse.” This article should have made headlines – but it hasn’t. Yet the story is a clarion call that needs the world’s attention. The reporters interviewed nearly 100 frontline providers, administrators and government officials. They scoured a slew of documents. Their findings were stunning and reveal a massive lack of coordination between acute and post-acute care settings that impacted senior living communities across the state. Here are four highlights:

- There were many improper patient transfers.
- There were insufficient isolation protocols, meaning they were mixing COVID-19 and non-COVID-19 sufferers on the same wards or wings.
- Even while there was adequate staffing available, it was deployed poorly, resulting in an insufficient number of providers to give adequate care.
- There was poor planning that left staff with inadequate protective equipment and testing.

The article quotes leader after leader in hospitals and government claiming to have done “a great job” or “all that was humanly possible.” This, in spite of overwhelming evidence of significant failures. People got sick who should not have gotten sick. Too many died.

Many of the sick who were medically stable were transferred to nursing homes who had no choice but to take them. In New York, they



weren’t even allowed to test the incoming residents to see if they might be contagious. At the same time, many of the communities that received transfers lacked the space or PPE to properly protect others from exposure. According to The Associated Press, in New York alone, more than 4,500 infected COVID-19 patients were sent to nursing homes across the state.

The stories we read that highlight how teams pivoted to meet resident needs and heroic individuals are certainly important to celebrate. But those stories cannot completely overshadow recognition of the gaps that radically exacerbated conditions. The WSJ identifies indelible cracks in our system; a



betrayal of our seniors by our government at federal and state levels. In neglecting to highlight the issue, every mainstream media outlet in the country has failed to recognize the well-being of our nation's elders as one of our highest priorities.

If we want to get serious about fixing this, we can't be afraid to deliver a stronger, more emotional message, highlighting the personal impact our failings have had on residents and caregivers. Perhaps we should tell the story of the worker at a nursing home who became sick after receiving a COVID patient transfer, while PPE supplies were relegated to hospitals. There are hundreds, probably thousands, of real-life stories of people who lost their lives because they were put in the line of fire with insufficient resources due to bad policy, poor planning, limited communications and inadequate procedures.

I believe it is within our capacity to tilt the world on its side in favor of older people and senior living. But we'll need the courage to do the really hard stuff. And the courage to tell these hard stories.







# David Lindeman, PhD

## Health Director

### Center for Information Technology Research in the Interest of Society (CITRIS), UC Berkeley

Having worked for nearly 40 years in the fields of health and long-term care as a researcher and gerontologist, today I serve as the director of CITRIS Health. CITRIS and the Banatao Institute is a multicampus research institute of the University of California, headquartered at UC Berkeley. At CITRIS Health I work with researchers, entrepreneurs and investors on the incubation, startup, evaluation and scaling of technology-enabled healthcare solutions.

Our goal is to create solutions for our most pressing social, environmental and healthcare problems. We focus all of our energies on improving population health

by easing access, minimizing disparities in health resources and outcomes, improving engagement and advancing efficiencies.

The COVID-19 virus posed special challenges to our senior population. This will result in a new emphasis on delivering solutions that enable our workforce to work more efficiently and effectively serve older adults.

The opportunity to improve the quality of life for our seniors and the experience of our workforce is immense. But keep in mind, we're now in a season of accelerated change in its own right. Successful businesses will

focus on new training platforms that enable a largely low-tech workforce to adopt new technologies practices. New communications strategies will be needed to ease residents through the changing landscape as we find new ways to balance the needs of the community with the preferences of the individual.

Solutions will need to be co-designed by well-aligned channel partners, as well as future users, to ensure usability and that success metrics are met. New product introductions will need to be thoughtful and well-supported. Not all of our seniors and workers will naturally be early adopters of new technologies. They'll need to be encouraged and trained to use these technologies, which have the power to dramatically expand their capabilities and improve their quality of life.

All of these developments point to a rich environment for innovation and exciting prospects for those seeking career opportunities. There's no better time to be serving the needs of our seniors as we collaborate with the champions of our industry for the benefit of our most treasured generation.

## Look for technologies of the future to radically improve our ability to do good work:

The predictive capabilities of machine learning give us powerful new tools to improve supply chain management.

Robots deliver food and medication; monitor quarantine compliance.

Analytics power up our approach to nutrition, with a better understanding of individual needs and the factors impacting appetite.

Telehealth platforms can be used to provide wellness screenings and remote delivery of healthcare.

Mobile robots incorporate cameras, thermal sensors and vision algorithms to provide efficient health screenings remotely.

Dining servers use machine learning to make menu suggestions based on preferences.

Robot-controlled ultraviolet (UV) surface disinfection reduces contamination on high-touch surfaces with limited exposure risk to personnel.

Gaming and social apps to engage users in improving their health.

In-room cameras observe "silent falls" in resident apartments, allowing community teams to prevent falls and injuries before they occur.

Voice technology improves operational efficiency and gives residents access to information and services.

Sensors measure health, chart activity and identify resident location.

Social robots provide social interactions and adherence to treatment regimes.



# Scott Collins

President and CEO  
Link•age



The COVID-19 virus has brought a great deal of attention to the fractures in a healthcare system that requires reinvention, particularly in light of the heightened impact felt by seniors and our underserved populations. I'm focused on something we haven't heard much about over these past few months – the essential nature of personal connection and the impact that social isolation is having on our aging population.

For many, including my own mother, continuing care or life plan communities have offered residents who can afford them the ability to thrive in the care of experts and the company of new neighbors. She was the classic candidate. After a few frightening falls and years of living alone, my change-averse mother reluctantly stepped out of her home in Florida and into a community here, in Ohio. I'm happy to say, she hasn't looked back; in fact, I think she's never been happier. One thing is certain: She's healthier than she has been in years – emotionally and physically. Though her community has been in lockdown since the March, she has had the best of care and continues to connect with neighbors



in ways that would have been impossible if she were still living in her previous home.

But for those living outside of a senior living community, finding a way to connect with others is far more challenging and for some, riskier. The unmet needs of seniors outside of the community setting are immense. This situation represents a huge opportunity for researchers and innovators – and one that’s about to balloon. Today in the U.S., more than 16% of our population is 65 or older. By 2060, those over 65 will represent 25% of our population or some 90 million people. Today, 80% of them are neither eligible for public funding nor able to afford the cost of a senior living community.

Addressing gaps in the social determinants of health is the challenge of our age. As providers of products and services to seniors, we have to ask ourselves ... how can we introduce new tools or pathways for meaningful connection to more of the people who need those services? What kind of coalition would it take to develop the innovations and distribution models that would be needed? How could we break down economic and regulatory barriers to

reimagine the future of personal connection for our senior population in all settings – especially for those least able to pay for it?

Every senior in this country deserves access to meals, especially those living in food deserts. And each of them deserves social connection; perhaps none more than those with no internet service. These have been intractable challenges given the financial, regulatory and commercial models in place today. I’m encouraged by the progress we’ve seen in certain areas, like the skyrocketing acceptance of telehealth by patients, insurers and the medical community. Perhaps in the future it won’t take a pandemic for all stakeholders to embrace the potential of the next industry-changing innovation.

Development around the fringes won’t get the job done. We have to go big – tackling not just resident-facing solutions, but also the infrastructure. The pandemic has given us motivation and momentum. It’s time to build a diverse coalition, capable of reversing the detrimental impacts of social isolation in all aspects of our seniors’ lives.







# Scott MacLellan

Morrison Living and  
TouchPoint Support Services







I've had the good fortune to work for several companies providing hospitality services in healthcare for many years and in many settings. Never before have I seen so clearly how essential our mission is in senior living – to provide for the well-being and comfort of our nation's treasured elders.

As I write this, we may still be in the eye of the hurricane. The trajectory of this pandemic may not be known to us for many months to come – but one thing is eminently clear: Our nation's elders and their families rely on our communities and our services to provide an army of caregivers – ready to take care of them however the tide turns.

I'm thankful to the leaders in our senior living communities who tirelessly and bravely made the hard decisions needed to protect their residents and caregivers. I'm grateful

for the partnership Morrison Living enjoys with clients as we faced down the immediate challenges together. I'm grateful to the cooks and housekeepers, the servers and the dietitians who put their commitment to the team ahead of their own fears or family needs. And we're all immensely grateful for the power of the Compass family, who miraculously kept us stocked with the supplies and talent that were so essential to our success. Together, with every meal, we provided comfort. We delivered love and joy. We fought off anxiety. We saved lives.

We've learned so much in such a short period of time. Perhaps our greatest learning has been how challenges beget opportunities. Looking ahead, we have a new understanding of "preparedness" and a powerful appetite for the kinds of innovation that will prepare us to meet the next challenge. Let's get to it!





TO ALL OF OUR HEROES

FROM THE BOTTOM OF OUR HEARTS

THANK YOU







WE CAN  
DO 😊 THIS



BE THE BEST PART OF SOMEONE'S DAY

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