



***“UNTIL THERE’S A CURE: HOW TO HELP ALZHEIMER’S  
PATIENTS AND FAMILIES NOW”***

**SENATE SPECIAL COMMITTEE ON AGING FORUM**

**TESTIMONY OF LOREN SHOOK**

**CHAIRMAN, PRESIDENT, AND CEO**

**SILVERADO SENIOR LIVING**

**VICE CHAIR, ASSISTED LIVING FEDERATION OF AMERICA**

**DECEMBER 8 2010**



**LOREN B. SHOOK**  
President/Chief Executive Officer

December 8, 2010

Dear Chairman Kohl, Ranking Member Corker and distinguished members of the committee:

Thank you for inviting me to speak at the Senate Special Committee on Aging Forum "Until There's A Cure: How to Help Alzheimer's Patients and Families Now."

I am Loren Shook President, CEO of Silverado Senior Living and Vice Chair of Assisted Living Federation of America. ALFA represents the assisted living industry--the owners and operators of assisted living communities and the frail elderly residents they serve. The assisted living industry is resident-centered in a community home based setting and can be distinguished from institutional forms of care because we offer choice, independence, dignity and quality of life for frail elderly seniors who do not need 24/7 nursing care but need some assistance with activities of daily living. The average age of our industry's residents is 86.9. However, one third of the residents served by our industry have Alzheimer's Disease or other forms of dementia. They are well-served by our industry. My company specifically, Silverado Senior Living, operates 20 communities and we are entirely devoted to the care of residents with dementia. I will be discussing how my company meets their needs.

The Silverado philosophy of care and company vision is to "give life." Our purpose is to change the world in the way people with memory-impairing diseases are cared for. In the process, we seek to touch the human spirit in all that we do.

Silverado Senior Living cares for people with all types of memory-impairing diseases, including Alzheimer's, Parkinson's, and others. We provide the full continuum of memory impairment care, from the disease's early onset with geriatric care management and home care with hospice care through the end of life. Our services encompass assisted living for those with memory disorders, home care, geriatric care management, and hospice care. Silverado is consistently recognized as the leader and innovator in the \$110 billion assisted living industry's memory-care niche. This stature is borne out by our partnerships and programs with universities conducting dementia research, including University of California at San Diego, University of California at Los Angeles, University of Southern California, Baylor University, Stanford University, the University of Utah, and many others. Founded in 1996 and opening its first assisted living community in June 1997, Silverado now operates 20 memory-impairment communities with 1,578 beds in four states. Silverado has five home care offices and eight hospice offices. In addition, Silverado offers skilled rehabilitation services focused on the memory impaired in two of its communities, one in Dallas, Texas and the other in Salt Lake City, Utah. Our main customers are individuals with memory impairments and their families, and those in need of hospice care. We serve this population in the setting of their choice; be it their current personal home, a Silverado or other residential living environment or skilled nursing facility. We also serve the general medical community by providing services to their patients and clients.

Providing care for our aging population, especially for those with memory impairing diseases is more than just meeting their medical needs. It's about providing for their psychosocial needs as well. It includes providing and supporting a quality of life that brings life-affirming meaning and fulfillment to them daily. In an assisted living setting, enhancing quality of life requires the following elements be in place in order to create and maintain a supportive and life enriching environment:

1. A philosophy of care which promotes independence, choice, dignity and daily purpose for each resident.
2. Quality and compassionate staff who are trained to meet the unique needs of this population.
3. A strong supportive company culture which is clear to all staff. A culture where the operating philosophy of love is greater than fear prevails.
4. Environment. Providing and social setting which is comfortable, home-like and attractive.

5. Programming. Age appropriate engaging activities which promote self-worth, involvement and purpose.

6. Coordination with care practitioners. A comprehensive plan designed in conjunction with the primary care team in order to create a holistic approach to individuals needs.

In the case of Silverado a seventh element is also included: clinical services. Silverado is different than most traditional assisted living providers in that it has licensed nursing on-staff 24 hours per day seven days per week.

The Silverado model of care is different than most traditional settings in that it focuses on creating an attractive, social home-like residential setting in addition to an intensive clinical model of care “in the background.” This model of care includes a physician medical director who is typically board certified in their medical specialty, a full time registered nurse as our Director of Healthcare services, licensed nurses around the clock seven days per week. In addition we have Masters prepared social workers to assist residents and families with support services, counseling and other assistance as needed.

Silverado has developed extensive clinical outcome measures that provide the following benefits:

- Documentable evidence based results showing quality of care and quality of life benefits
- Provides a management tool to benchmark Silverado communities against each other
- Demonstrates cost savings to the payer

At the start of the company in 1997, Silverado collected data on use of:

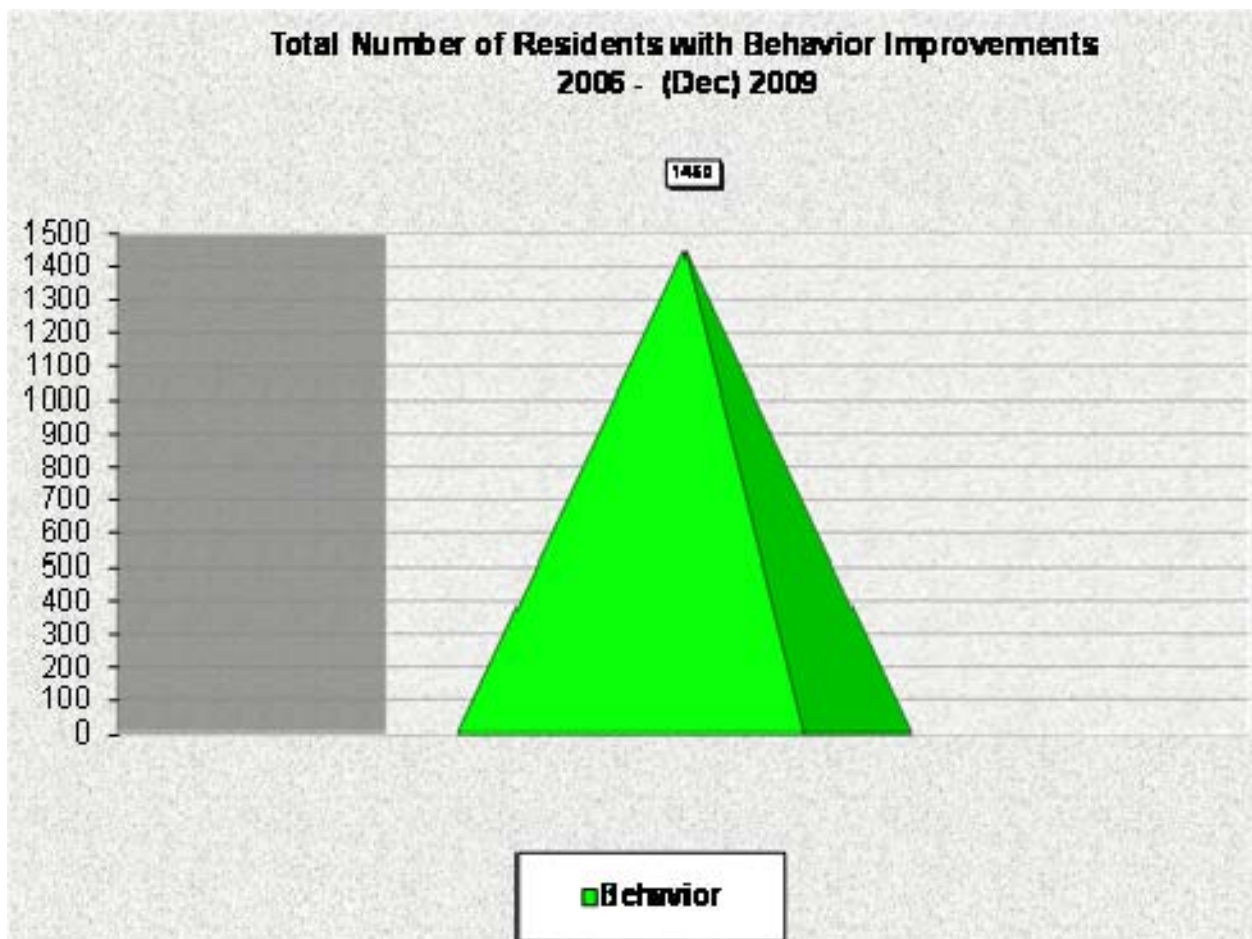
- Psychotropic medications
- Ambulation
- Feeding
- Weight gain/loss
- Falls
- Pressure wounds

In the case of psychotropic medication use, we record each of our 1250 plus residents’ use of medications each month separating the medications by the following categories:

- Anti-anxiety medication rate
- Anti-psychotic medication rate
- Sedative hypnotic medication rate
- Use of anti-depressants

Every resident is assessed using the “Cornell Scale for Depression in Dementia” or similar tool. We find that about 60% of residents need treatment for depression.

Because of our excellent results in serving the most challenging behavioral cases and our expertise in serving complex diagnoses like frontotemporal dementia (Pick's Disease), Lewy-Body dementia, etc., we are the number one referral choice for people with challenging behaviors from behavioral health hospitals, other assisted livings, skilled nursing and cognitive assessment centers. Taking the cases that others cannot handle, we experience an overall reduction in the psychotropic medication use for controlling behaviors of over 30% across the company.



Over the years, our clinical outcome scores were expanded to include:

- Rate of transfer to acute care
- Percent of residents on hospice care
- Percent of resident deaths on hospice care
- Number of prescription medications residents take

Other clinical outcome results include:

- Reducing residents from the 9-12 prescription medications they move-in with to an average of 5.5, compared to skilled nursing at 12, and traditional assisted living of 7-8 prescription medications.
- While it is estimated that 6-8% of people with dementia fall and fracture each year including people within settings that restrain them, Silverado has a fall with fracture rate of only 1% without restraining people.
- Compared to nursing homes where 10-20% of falls cause serious injury, at Silverado only 4.8% of falls cause serious injury.

The details of Silverado's award winning Fall Prevention Program is shared with the Committee on Aging in the document entitled "Enhancing the Quality of Life in a Dementia Care Assisted Living Environment." This program is easily replicable by others to achieve similar results.

The details of Silverado's award winning "Grand Rounds Behavior Intervention Conference Calls" are shared with the Senate Committee on Aging in the document entitled "Enhancing the Quality of Life in a Dementia Care Assisted Living Environment."

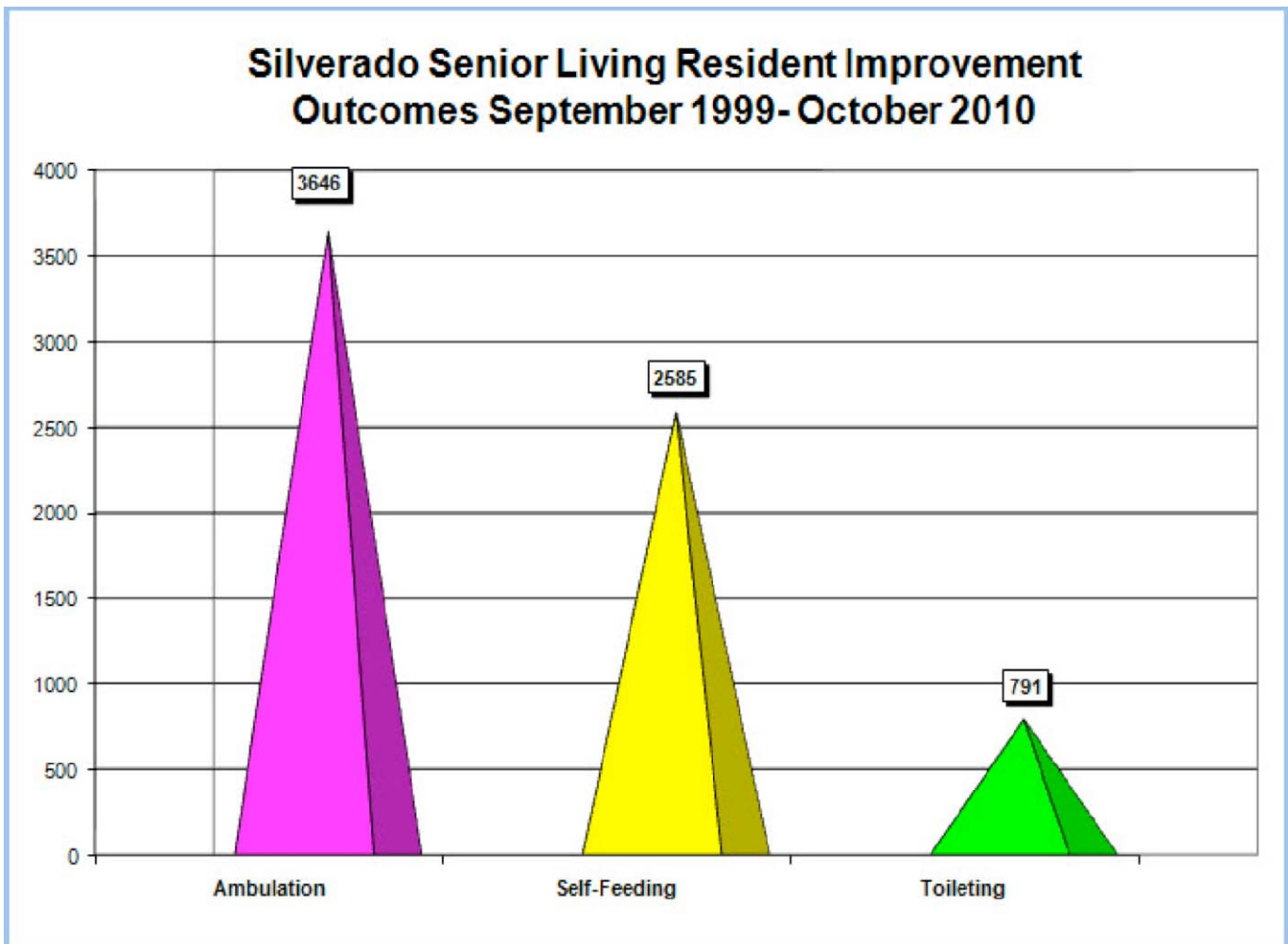


Let me tell you a true life story that exemplifies how the Silverado's Vision to Give Life and the Silverado model of care affects people with all types of memory impairing disease. As chronicled in the book *Alive with Alzheimer's*, Edith, a memory-impaired woman who was bedbound, unresponsive, terribly feeble, and frankly, considered near the end of her life when she was brought to the Silverado Senior Living - Escondido

community. We surrounded her with music and assigned a Silverado cat to Edith since she loved cats; spoke to her even though she could not speak back; reduced the overly-large number of medications she was being given in the effort to "control" her symptoms and behavior; and started the process of getting her out of bed to take a few steps.



Within four weeks, Edith regained the ability to walk on her own. The book shows her sitting in the stands of southern California's Del Mar Race Track, talking and laughing with a group of fellow Silverado residents on an outing there having walked on her own! We are proud to say that Edith's story has replicated throughout Silverado over 3,600 times so far. Edith passed away peacefully at Silverado in 2010.



We believe that people with Alzheimer's Disease and other memory impairing diseases want to lead a purposeful life.

Let me tell you about Walter, a 99 year old resident at Silverado and Lisa, the 7 year old daughter of a staff member who works in the laundry ...

World Class Healthcare is made up of:

- Physical
- Psychological
- Family
- Spiritual

Through the Silverado model of care, all four of these essential elements are served resulting in measurable clinical results that are truly remarkable like the story about Edith and Walter.

It has been an honor to present to you today Chairman Kohl and Ranking Member Corker, and members of the committee. Thank you for your time and attention.

Sincerely,



Loren B. Shook  
President, Chief Executive Officer  
Silverado Senior Living

