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The reason for my testimony today is to provide my perspective as an Executive Director on the front lines of the COVID-19 crisis as it relates to assisted living. On March 26, the virus hit our building through an infected employee, and changed our world as we knew it. Imagine having to call 50 residents' families and tell them that a caregiver who tested positive for the corona virus had direct contact with their loved one. And then in the same night call 75 employees and tell them that one of their colleagues tested positive, and had direct contact with some of them..."but we really hope you show up to work tomorrow". That was the most stressful night of my life, and I will never forget those conversations.

Because we were diligent in our battle against the virus, it did not spread to any residents or other employees. But it changed our community as we knew it. We lost half of our nurses, half of our caregivers, and many employees in other departments. We lost these employees because they were afraid to work in this environment. They didn't want to put themselves or their families at risk. Although we have been able to hire a hand full of new staff members, we have not been able to replenish the team to where we were before the pandemic.

Every day that I walk into my community, I feel a sense of fear that COVID-19 will appear again here. We have had scares, employees tested and residents' lives completely changed because of this pandemic. We have family members longing to see their loved ones. We have residents with memory impairment who don't understand why their families won't visit, why their world feels different. We have employees who have put their lives at risk and their families on hold to care for our residents.

COVID-19 has fundamentally required us to change how we operate our business, and we don't know that it will ever be the same. Traditionally we had a business model based on socialization and resident interaction. In fact, one of the main reasons that seniors moved in to assisted living prior to the pandemic was because they were isolated at home, and needed socialization to thrive. Our business model, now, is that of personalized service, where we have residents isolated in their rooms, served meals to their rooms, with individual activities and encouraged to remain socially distant. This model is significantly more time consuming and costly to operate. Fortunately for our community, Capital Senior Living is a larger provider of senior care across the country, and we have had their financial support to provide our residents with the services they need. But this is not sustainable.

This model has increased our expenses two-fold. Not only are we purchasing masks and gloves, but professional disinfectant fogging applications, paper products for in-room meal delivery, and so on. We are spending an incredible amount of capital on overtime and hazard pay because we've had our workforce cut in half, and we are competing with the fact that they can receive money in the State of Ohio by staying home.

In conclusion, because of the natural turnover in our resident population, and to keep our current residents as safe as possible, I haven't moved in a new resident since February. This translates to zero new revenue and significantly increased expenses over the past 3 months. Again, this is not a sustainable model, and we need help.

