

Silverado Spotlight





The purpose of Silverado is to change the world by changing the way people with memory-impairing diseases are cared for and to support the highest quality of life in the remaining time of life

Taken from the foreword to *New Possibilities in Memory Care, The Silverado Story*

“As a scientist deeply engaged in developing new therapies for patients with Alzheimer’s disease and other brain disorders, I know that the need for quality care of memory impaired adults will always be with us. The success in developing new therapies will not eliminate the need for excellent care and dignified means of traveling with people through the end of life. The Silverado Story shows how this can be achieved.”

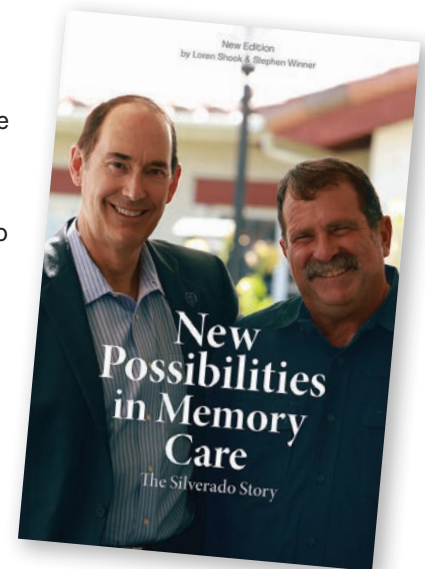
Jeffrey L. Cummings, MD, ScD

World-renowned Alzheimer’s researcher and leader of clinical trials
2018 recipient of Alzheimer’s Bengt Winblad Lifetime Achievement Award
Founding Director of Cleveland Clinic Lou Revo Center for Brain Health

“Loren Shook and Stephen Winner show us that memory impairment doesn’t have to mean the end of life. At Silverado, it means a new stage of life based on love not fear. By replacing restraints, drugs and sterile surroundings with a cozy home, clubs, animals, and children, the “Silverado Way” makes it possible for people with cognitive impairments to live full, engaged lives again, with dignity and purpose. This story is an inspiration – simple but revolutionary. Millions will benefit if this incredibly humane vision becomes the norm.”

Jeannine English

President, AARP (2012–2016)



“Loren Shook and Stephen Winner describe the philosophy and heart of the Silverado approach. The organization has developed a model for the care of the cognitively impaired that is being copied worldwide. It balances the needs for safety and independence in a way that is difficult to understand unless you see it yourself. The concept of community at Silverado is well described in this book and so are the motivations and approaches utilized by its leadership in the entire organization. This book is very useful reading for families of people with Alzheimer’s and other dementias and for everyone caring for them.”

Joe W. Ramsdell, MD

Division Head, General Internal Medicine
Professor emeritus of Clinical Medicine, Professor emeritus of Pulmonary
Director, Clinical Trials Center,
University of California, San Diego

“From the time of its founding in 1996, Silverado has set the standard for residential care for individuals living with dementia and their loved ones. The philosophy and culture of care which Silverado created and continues to refine is often emulated but rarely matched by others. If I had the time, I could write an entire essay about how Silverado has reshaped the entire dementia care industry.”

Dan Sewell, MD

Director, Senior Behavioral Health Professor of Psychiatry
UC San Diego Medical Center



Clinical Outcomes

Silverado has grown to become a nationally recognized provider of memory care assisted living and palliative and hospice services. In our 20 memory care communities providing specialized care to people with cognitive decline, Silverado been successful in decreasing emergency room visits and hospital readmissions.

Over the past 20 years, Silverado has achieved the best clinical outcomes across the industry

- **Emergency Room Visits:** Silverado Memory Care average for ER visits/hospitalizations is 2.6%, a result significantly better than Skilled Nursing Facilities (SNFs) average of 11.9% and the nationwide average for assisted living of 34.6% (\$959 million in potential savings to healthcare universe)
- **Acute Care Hospitalizations:** Silverado's average of 3.4% is more than five times better than SNFs average of 20% (\$1.6 billion in potential savings to healthcare universe)
- **Hospice Utilization:** 85.8% of Silverado residents receive hospice care, as compared to the 48% national average for SNFs

Acute Care Utilization

Silverado residents use considerably less acute care services than comparison populations.

Source: Medicare 2014 claims data and 2014 denominator file for Medicare population
 *Avalere has access to 5% of the claims file that includes urgent care utilization. The Medicare data reported for urgent care is based on a 5% sample of the Medicare claims data.

Medicare Population

Silverado
 Avg. Age 82

	All Medicare			Alzheimer's / dementia			Silverado Company Wide Avg. 2019
	Age 65-74	Age 75-84	Age 85+	Age 65-74	Age 75-84	Age 85+	
Hospitalization Rate	7.7%	13.3%	20.4%	46.6%	54.9%	62.9%	3.4%
ER Rate	12.9%	21.3%	31.6%	62.0%	71.4%	79.3%	2.6%

Silverado Communities Clinical Outcomes compared to industry averages 2019

Clinical Outcomes: Memory Care Communities	Silverado Company-Wide (year ending, 2019)	Skilled Nursing Facilities ¹ (non-Silverado)	Assisted Living ² (non-Silverado)
% transfers to ER/Urgent care	2.6%	11.9%	34.6%
% of hospital readmissions within 30 days	3.5%	21.1%	
% of acute hospitalizations	3.4%	20.0%	23.9%
% of deaths receiving hospice service	85.8%	48.0% ³	

1. Source for SNF averages CMS QM Report 2016 Q4- 2017 Q3

2. 2010 National Survey of Residential Care Facilities The NSRCF was conducted by the Centers for Disease Control and Prevention's National Center for Health Statistics (NCHS). The survey methodology and data dictionary are available from the NCHS website. (http://www.cdc.gov/nchs/nsrcf/nsrcf_questionnaires.htm).

3. NHPCO 2016 National Hospice Utilization Average

Medical Director Expertise

Silverado memory care community teams are each led by a medical director, experienced in the field of geriatrics, neurology, hospice and palliative care, or family medicine. These physicians provide world-class care underscored by Silverado's philosophy. Silverado conducts a recurring **Medical Director Conference** to discuss the latest brain health research related to neurodegenerative disorders, such as Alzheimer's and other forms of dementia, as well as chronic disease management, end of life care and set standards of care.



Former Director of the Alzheimer's Disease Research Center at UCLA and for the past twelve years has served as Medical Director at Silverado Beverly Place. Dr. Cummings has been the keynote speaker for the past eight years at Silverado's Annual Medical Director Conference.

Jeffrey L. Cummings, MD, ScD

*Director Emeritus, Cleveland Clinic Lou Ruvo Center for Brain Health
Director, Center for Neurodegeneration and Translational Neuroscience
Professor, Cleveland Clinic Lerner College of Medicine*



Dr. Cummings at Silverado's medical director conference

Dr. Cummings's research and leadership in the field of Alzheimer's disease have been recognized with many awards, including the Henderson Award of the American Geriatrics Society and the Ronald and Nancy Reagan Research Award of the national Alzheimer's Association. In 2010 he was honored by the American Association of Geriatric Psychiatry with their Distinguished Scientist Award. He has published over 600 articles and 35 books on Alzheimer's disease and related topics.

Medical Director Expertise (Bay Area Market)

Belmont Hills



Elizabeth Landsverk, MD

*Adjunct Professor of Medicine at
Stanford University*

Berkeley



Michelle Branchaud Simi, MD

*Physician at Alta Bates Summit
Medical Center - Oakland*

Additional Medical Directors include:

James Templeman, MD, MPH | Silverado Encinitas
Geriatrician at UC San Diego Health

Simin Torabzadeh, MD | Silverado Tustin Hacienda
Clinical Professor, Medicine at University of California, Irvine

Richard London, MD | Silverado St. Charles
Geriatrician at Aurora Health Care

Zoran Grujic, MD | Silverado St. Charles
Director of Memory Assessment Program,
Central DuPage Hospital, Northwestern Medicine

Norman Chien, MD | Silverado The Huntington
Professor and Geriatrician at Huntington Memorial Hospital

George Taffet, MD, FACP | Silverado Hermann Park
Chief Section of Geriatrics, Baylor College of Medicine

Vivek Sinha, MD | Silverado Alexandria
Co-founder and Chief Medical Director of Belleview Medical Partners
Physician Consultant at Alexandria City Public School System
Medical Officer for Maryland's Federal Disaster Medical Team



Nexus® at Silverado is an internationally recognized evidence-based brain health program. **This non drug approach has been shown to improve quality of life, cognition and function** for many persons in the earlier stages of living with dementia. In fact, **academic research has validated** that participants in *Nexus at Silverado* showed a statistically significant, **60% improvement in cognition** when compared to those without such treatment.

Nexus pilot study by Dr. Andresen

This program served as a pilot for research by Mette Andresen, PhD, Professor, University College Absalon, Denmark, and National Expert on Dementia research, who has committed to implementing a brain-health program based on the five pillars of Nexus in Danish long-term care facilities.

Dr. Mette Andresen, Professor, University College Absalon, Denmark, and National Expert on Dementia Research, and her team reviewed the Nexus outcomes of five Silverado communities and found that those residents showing improvement in cognition or function had all started with a baseline MMSE of 20 or greater. This review was presented at the Alzheimer's Disease International Meeting in Chicago in 2018. Dr. Andresen then piloted a Nexus brain health program in two nursing homes in Denmark with success and is now moving forward to implement the program country-wide. Based on this review, Nexus programming at Silverado is now offered to those with a baseline MMSE score of 20 or above.



UCSD's study on Nexus

The Department's of Geriatric Medicine (Dr. Allison Moore's team) and Geriatric Psychiatry (Dr. Steve Huege) at UCSD also reviewed Silverado's full database of assessments on its Nexus residents. The UCSD review was consistent with the National Institute for Health and Clinical Excellence recommendation for Aricept and other cholinesterase inhibitors dosing guidelines. This review demonstrated that residents who entered the Nexus program with an MMSE of 20 or greater and participated for a years time, showed a 60% improvement in cognition when compared to those without such treatment. (N=730 residents met the criteria.).

UC San Diego



University and Research Affiliations



Strategic Industry Affiliations





Clinical Research Partnerships

One of the best ways to make progress in the treatment, and ultimately the prevention, of Alzheimer's disease is through research. We collaborate as a research site with many outstanding research organizations to develop and perfect new effective treatments and caring techniques that will improve the quality of life for residents and their families.

Nexus® at Silverado debuts in Denmark

University College Absalon, Denmark

Dr. Mette Andresen, Professor, University College Absalon, Denmark, and National Expert on Dementia Research, and her team reviewed the Nexus outcomes of five Silverado communities and found that those residents showing improvement in cognition or function had all started with a baseline MMSE of 20 or greater. This review was presented at the Alzheimer's Disease International Meeting in Chicago in 2018. Dr. Andresen then piloted a Nexus brain health program in two nursing homes in Denmark with success and is now moving forward to implement the program country-wide. Based on this review, Nexus programming at Silverado is now offered to those with a baseline MMSE score of 20 or above.



Daylight and Dementia

University of Southern California, Leonard Davis School of Gerontology

Conducted at eight Silverado communities involving 77 participants in Los Angeles and Orange counties using a two-arm (daylight intervention and control) parallel intervention study design. It assessed the effect of daylight on the mood and behavior of residents living with dementia in long-term memory care.

Study was featured in three publications: "The Importance of Daylight in Dementia Care Communities, A Call to Action" (Seniors Housing and Care Journal, Fall 2018) Clinical Interventions in Aging https://www.dovepress.com/articles.php?article_id=38608 and the spectrometer measurements used in the pilot study were published in the technical building science journal, Building and Environment. <https://www.journals.elsevier.com/building-and-environment>.

Prazosin for Disruptive Agitation in Alzheimer's Disease

University of California San Diego, School of Medicine

Howard Feldman, MD, FRCP(C), a renowned Canadian neurologist noted for his original research in geriatric cognitive disorders and expertise in large-scale clinical trials, is currently conducting this multi-site study at seven Silverado communities. Dr. Feldman is working with Stanford University, University of Southern California, University of California San Diego, University of North Texas, and University of Texas Southwestern Medical Center. Funded by the National Institute for Health (NIH), the goal of the PEACE-AD clinical trial is to identify a well-tolerated treatment for people with severe agitation in the later stages of Alzheimer's disease.





Concussion research leads way to partnership between Silverado and NFL

The NFL Player Care Foundation (NFL PCF) chose Silverado as a preferred memory care provider based on their determination that Silverado is one of the nation's leaders in memory care services and has unparalleled experience in caring for those with Chronic Traumatic Encephalopathy (CTE), brain injury, Alzheimer's disease and other memory impairments.



NFL Pro Bowler Don Doll's Silverado Story

Four-time NFL Pro Bowler Don Doll's wife Diana had been caring for him at home for several years as his dementia progressed. One weekend, the Doll's needed to go out of town, and Diana feared that she couldn't find proper care for Don to remain at home.

She shares, "That's when I received a letter from the NFL announcing the player care 88 Plan and their partnership with Silverado. The NFL plan was a miracle for me and our family because I was no longer trapped and [with the NFL's help] we could afford to pay for Don's care."

Diana contacted Silverado, and they immediately sent over a trained caregiver to support her in caring for Don and their dog, Charlie. Impressed that the Silverado staff was on top of everything, Diana called on Silverado to help her with short-term caregiving as needed.

A few months later, she broke her arm and realized that she was unable to care for Don. Silverado arranged for him to spend a month at the Silverado memory care community in San Juan Capistrano, CA. He adjusted quickly and just two days later was able to go his son's wedding. After three months, Silverado became Don's permanent home, where Diana, Charlie, his children and grandchildren visited often.

"The environment is great for Don, with the music, pets and outdoor areas to enjoy," Diana exclaimed. "He may not be able to reminisce about his NFL career anymore, but he loves talking with all the people who come and go every day at Silverado."

"The NFL plan was
a miracle for me
and our family
because I was
no longer trapped"

Hospital Partnership

Silverado conducted three Dementia Training Intensives at Mills Peninsula Hospital/Sutter Health when their Head of Case Management saw an opportunity to improve how they managed persons with Dementia in an Acute Care setting. Based on our reputation as leader in dementia care and successful track record of managing their referrals, they reached out to us for guidance.



To arrange, organize and program the events, Silverado collaborated with a range of leading groups and individuals, including Stanford Professor, Physician and Geriatric Specialist Dr. Mehrdad Ayati and Mills Peninsula's Senior Focus and Departments of Nurse Education and Case Management

Each of the six sessions conducted served between 80 to 140 attendees, who included case managers, nurses, CNAs, Hospitalists and family caregivers from Mills Peninsula's Senior Focus program

Sessions/topics covered included:

- Dementia 101
- Strategies for managing Behaviors
- Medicine Management Basics
- Normalization
- Virtual Dementia Tours
- Panel Discussion including our own family champions, Dr. Ayati and representatives from the Alz Association



Silverado's Partnership with the Beach Cities Health District

More than a decade ago Silverado Beach Cities in Redondo Beach, California, opened its doors as a part of the Beach Cities Health District. Occupying three floors of the complex's main building, the community and the district quickly found the relationship to be mutually beneficial.



Aside from the immediate and obvious care benefits, the partnership has become fruitful to many people in many ways:

- Helping professionals and the wider community through intergenerational programs and dementia educational series
- Virtual dementia training for new Social Workers and employees who are hired to go out into the community and provide well checks and resources to families living in the wider community
- Volunteers assist with the health and wellness committee for the Redondo Beach Chamber
- Silverado and BCHD personnel both serve on the board of directors for the Redondo Beach Chamber
- Partnership on the Dementia Education Consortium serving local families and partnering with the school district to bring awareness and education to the local high school students



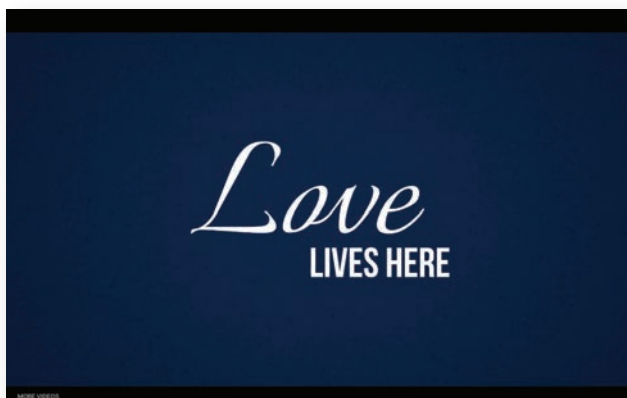
Associate preparing to take the Virtual Dementia Tour®

When Silverado was founded over 20 years ago, one defining principle was the desire to change the lives of everyone we touched. Silverado Beach Cities' partnership with the Beach Cities Health District has allowed us to amplify both our own focus and BCHD's mission of helping the local community be healthier and better informed.

Love Lives Here

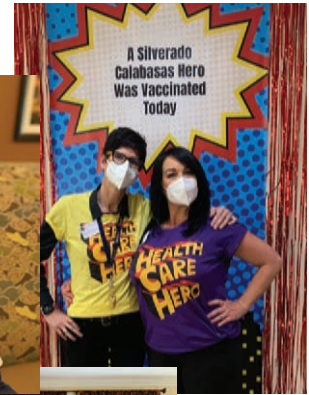
Love Lives Here is a touching documentary by Dr. Cathy Greenblatt about the Silverado experience as seen by residents, families and partners as well as a range of Silverado associates who share the responsibilities of enriching lives. It has been used as a dementia care-training resource at the 2017 Alzheimer's Disease International conference in Kyoto, Japan, University of Waterloo in Toronto, Canada, and at the Australian Aged Care Quality annual conferences.

silverado.com/loveliveshere



Silverado Culture

Silverado contracted with Nelson Cohen Global Consulting to conduct a Leadership Culture Audit in 2017. Through surveys and interviews, the audit revealed that the most powerful company value is Silverado's Love>fear core operating philosophy. Also apparent were sentiments of Silverado as a purpose-driven and innovative organization that has passionate leaders all committed to the care of residents, patients, clients, families and associates.



FORTUNE® Best Workplaces For Aging Services

Silverado continues to sustain a strong culture, driven by our core operating philosophy of Love is Greater Than Fear, which has been the foundation that guides how associates work and live. Laurie Jerome, former SVP of Talent Management has stated, "Through Love>Fear, we've been able to convey Silverado's unique, purpose-driven culture and bring it to life in hiring, onboarding and developing our compassionate associates."



Great Place To Work®

Silverado's commitment to attracting and retaining top talent is evident by the multiple workplace recognitions the company has received, including Great Place to Work®, an independent national employee satisfaction research consulting firm, who certified Silverado as a Great Place to Work®.

Here are a few highlights that show what our staff say about their workplace:

93%

My work has special meaning: This is not "just a job"

91%

When I look at what we accomplish, I feel a sense of pride

90%

I feel good about the ways we contribute to the community

90%

I feel I make a difference here



LOVE > fear

Trust Courage Financial Responsibility

Respect Appreciation Courage Trust

Accountability Appreciation Financial Responsibility Trust

Courage Respect Accountability

Transparency Respect

Appreciation Transparency

Financial Responsibility Responsibility Trust Respect Accountability Courage

Purpose-Driven



Founded in 1996, our goal is to enrich the lives of those with memory loss by changing how the world cares for people with cognitive decline, patients on palliative and hospice care, as well as those choosing to receive home care. This foundation allows Silverado – and its associates – to leave behind previous misconceptions and operate in a way that provides clients, residents and patients with utmost dignity, freedom, respect and quality of life.