



# *Snapshot* SURVEY

**REACTIONS FROM REOPENED SPAS**

July 2020 | *Snapshot Survey Results Report*



## REACTIONS FROM REOPENED SPAS

From March through June, ISPA's Snapshot Surveys detailed the spa industry's response to the coronavirus pandemic and its many efforts on the road to reopening. Now, a majority of spas have reached the end of that road and opened their doors once again, making July's survey a prime opportunity to assess the challenges facing reopened spas and offering respondents a chance to share both their successes and the valuable lessons they have learned throughout the process.

For that reason, the survey was open only to spas that had reopened and were accepting guests when it was completed.

Of the 12 percent of reopened spas that said they had encountered a confirmed case of COVID-19 since reopening, nearly three quarters (71%) did not have to close again as a result. Most spas (73%) also noted that they had not had to refuse service to any guest due to their COVID-19 or PPE policies. Of the spas that have had to refuse service for those reasons, most (73%) did so because the guest refused to wear a facial covering or comply with sanitation guidelines, suggesting that compliance with those common steps remains a notable hurdle for reopened spas.

Limited occupancy levels are a hurdle of a different sort, but one that the data indicates is having a profound impact on spa revenues and performance during this phase of reopening. More than two-thirds of all spas (68%) reported a maximum occupancy level of 55 percent or less. The reduction in occupancy levels corresponds to the sharp decreases in year-over-year performance noted by respondents, 30 percent of whom said, since reopening, they had seen a greater than 65 percent drop in spa services revenue compared to the same period last year.

Unfortunately, overcoming the challenges caused by the pandemic will likely remain top-of-mind for spa owners and directors for the foreseeable future, and preparedness will surely play a meaningful role in the industry's success in the months and years to come. For that reason, it is especially concerning that just 50 percent of all spas reported having a formal action plan in place in the event of a future shutdown—an outcome that many spas are facing as COVID-19 case numbers surge in some places.

The results analysis of this survey includes answers from all 185 spa industry professionals who completed the July Snapshot Survey in an eleven-day period from July 17, 2020 to July 27, 2020.

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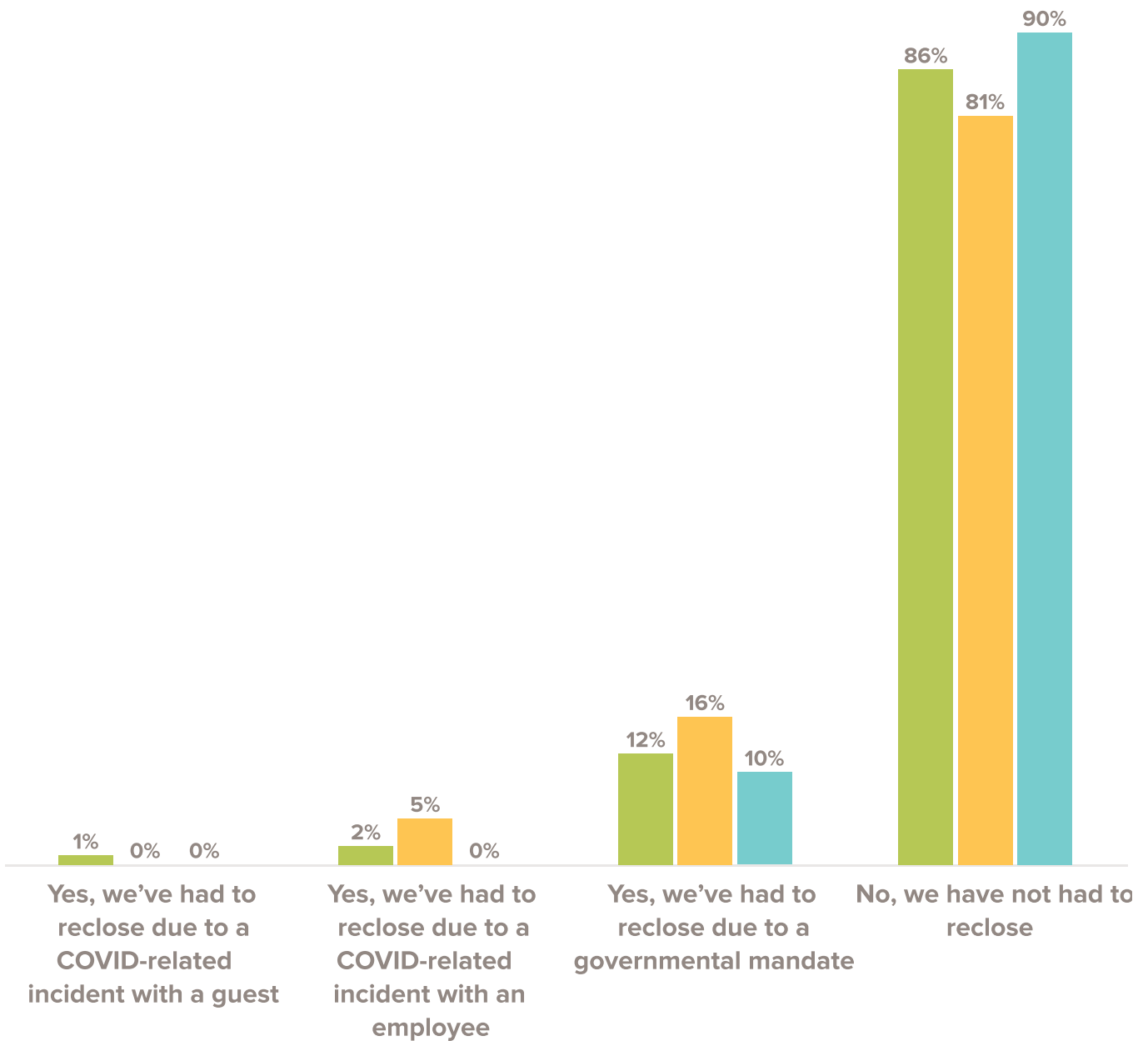
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Since your spa's reopening, has your spa had to reclose for any period of time due to a COVID-related incident or governmental mandate? Respondents were allowed to choose multiple responses.

### Reclosures and Reasons for Reclosures

● All Spas ● Day Spas ● Resort/Hotel Spas



Has your spa encountered a confirmed case of COVID-19 since reopening?

Confirmed Cases of COVID-19 Since Reopening



YES: 12%

NO: 88%



YES: 14%

NO: 86%

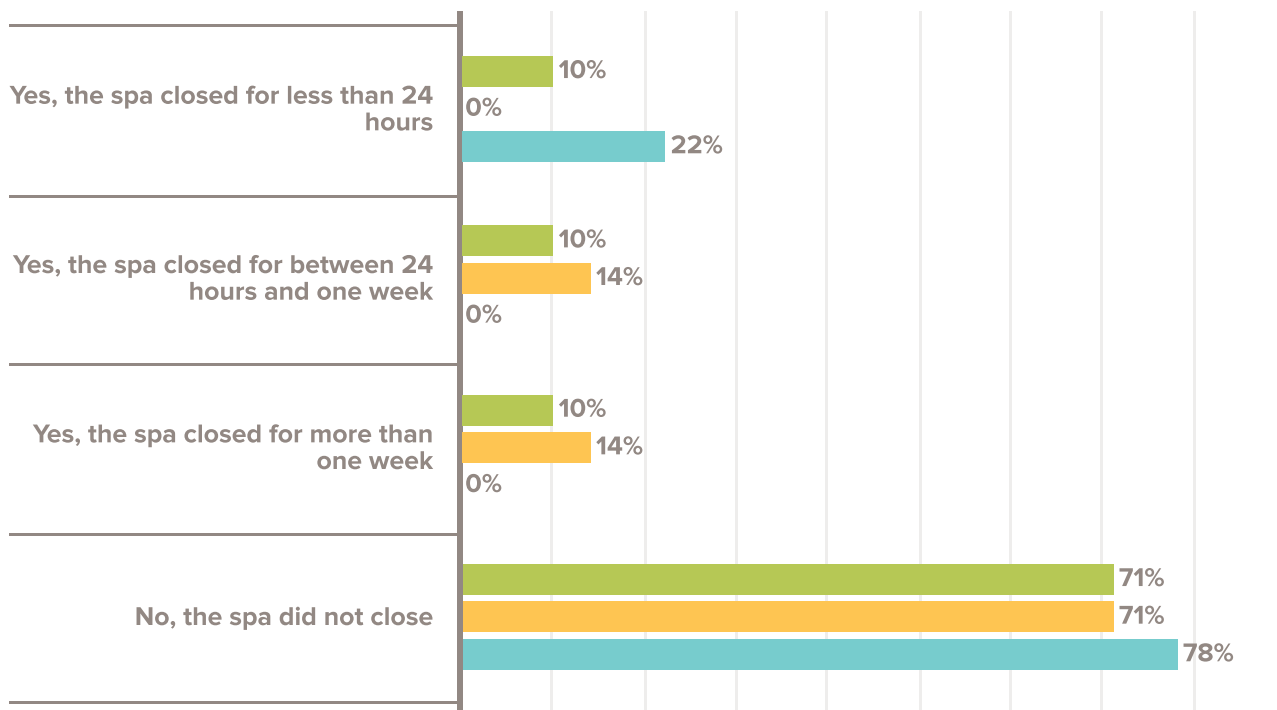


YES: 8%

NO: 92%

Did the confirmed case(s) of COVID-19 cause your spa to close?

Closures Due to COVID-19



● All Spas ● Day Spas ● Resort/Hotel Spas

## Q

*Spa respondents that have reopened were asked to share tips or lessons learned from handling a confirmed COVID-19 case. Below you will find a sample of responses provided.*

- Be sure to notify all guests present same day and test team members who interacted with guest.
- In general our spa has taken the approach that if any employee feels any ill symptom (headache, fever, coughing, etc) we send them home immediately and require testing. Don't take any chances even if someone says they think it's allergies or they want to wait to see if it gets worse.
- The Spa did not close because we found out when the employee had already been out of work for 12 days. During that time period of waiting for her result, we were closed Sundays and Mondays, so during that time we already had it professionally cleaned, as well as our regular disinfecting each day with the fog disinfecting gun, which we do twice a day. When I spoke to the Department of Health, and explained all that we had done, she stated that it sounded as if we were doing everything right and that it was more than adequate.
- Over communicate with your team
- The confirmed case was an employee. The reason we had to close for a day is because we had to quarantine team members who had been in close contact with this employee because of a lack of physical distancing discipline. Lesson learned.
- We have a very structured reporting and procedure for any staff or guest positive testing including contact tracing and mandated quarantine.
- When we have a positive case, we have our salon/spa atomized for disinfection - and encourage anyone that is identified as "close, prolonged, direct contact" to be tested.
- As we all navigate through the rollercoaster of COVID 19 and spa operations the therapist **MUST** always keep their masks on among team members. I see team members returning to work and becoming comfortable with each other and are more relaxed. Wearing a mask but when with other therapists know to be friends they may not always have their masks on completely. All must follow the guidelines set forth strictly.
- We had a family of guests report symptoms after leaving our resort. I am pleased to report that the therapists that worked on the family did not contract the virus - all tested negative. With proper hand washing, PPE, and sanitization protocols, our team has remained safe. The lesson learned was how long the process of testing took - they quarantined immediately after we were notified, we needed to wait a week to see if our therapists had symptoms, and then they could be tested. Then we had to wait for the test results. It took a solid two weeks from start to finish.
- I still don't know how to deal with a series of employees infected, which was the case. In 2 days I had 3 employees laid off for covid. As a result I ended up closing for 6 days to ensure the rest of the team was safe
- Our wellness centre had closed due to government regulations. My sharing of how to handle confirmed case would be: to ensure all health declaration forms are filed properly, be transparent

Q

Does your spa currently have a formal action plan in place in the event of a potential future shutdown due to COVID-19?

### Formal Action Plan in Place for Potential Future Shutdown



YES: 50%

NO: 39%

I DON'T KNOW: 12%



YES: 51%

NO: 37%

I DON'T KNOW: 12%



YES: 50%

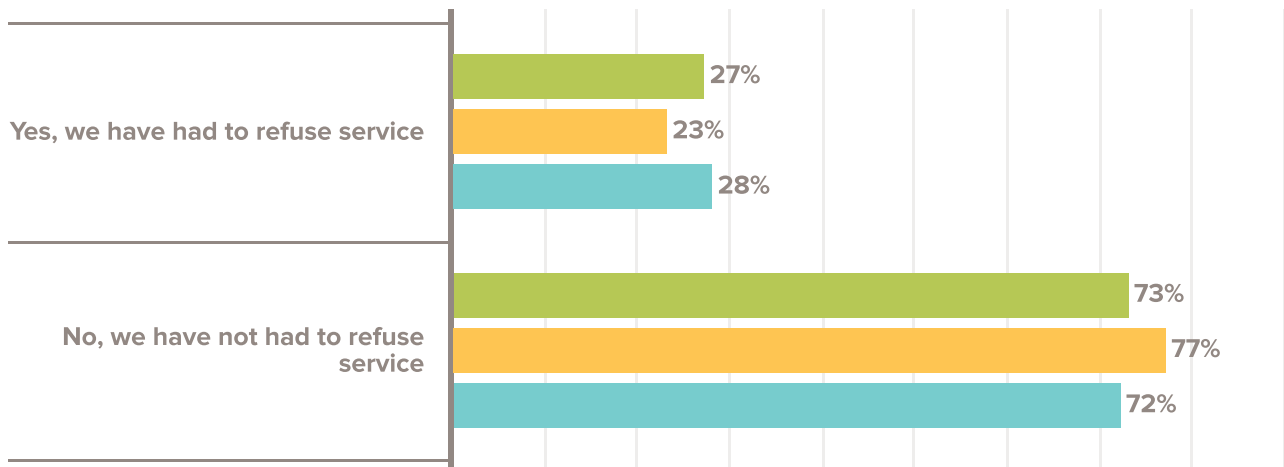
NO: 37%

I DON'T KNOW: 13%

Q

Has your spa had to refuse service to any guest due to its COVID-19 or PPE policies?

### Service Refused Due to COVID-19 or PPE Policies

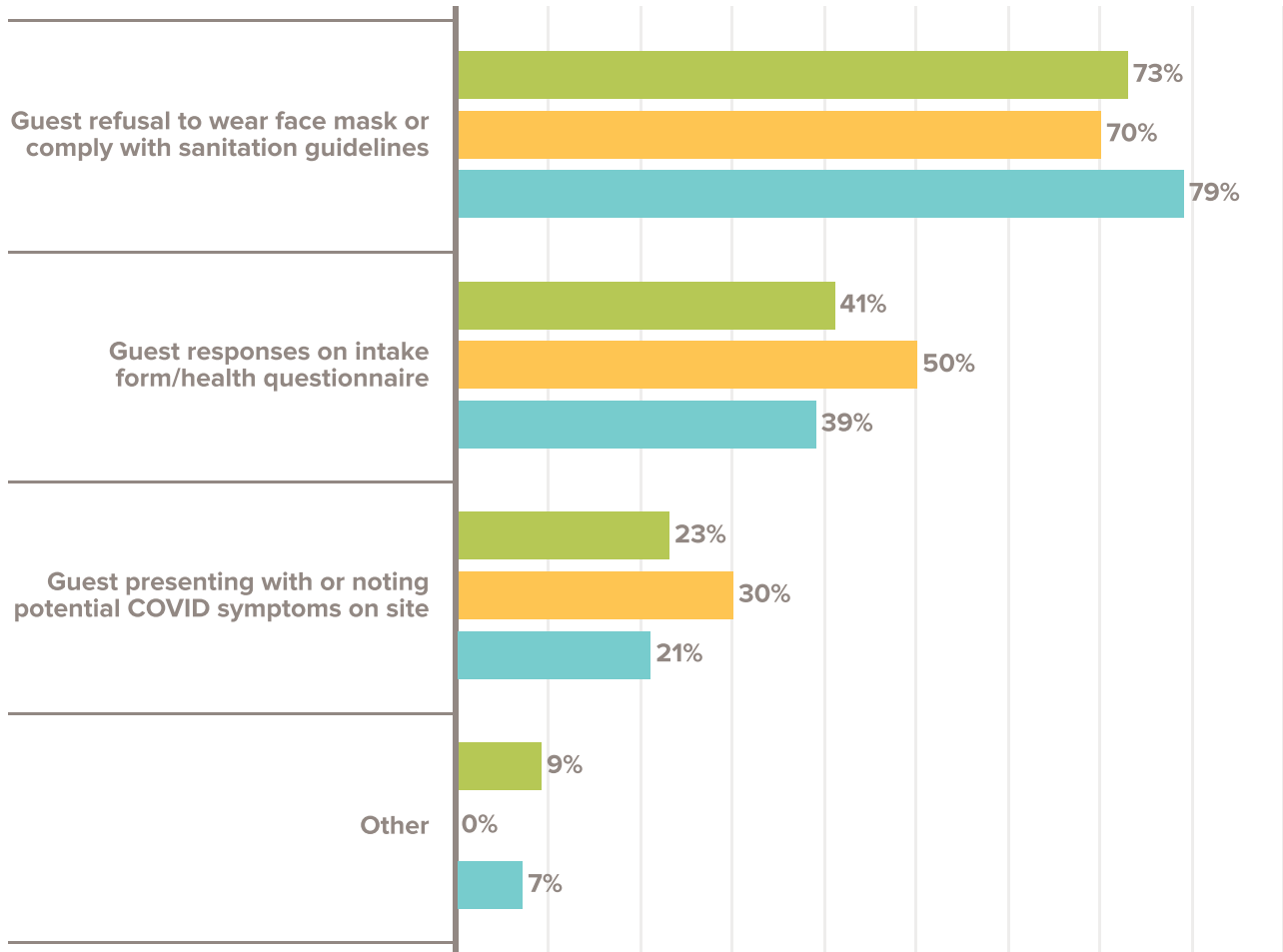


● All Spas ● Day Spas ● Resort/Hotel Spas

Q

For which reason(s) have you had to deny a guest service since reopening?  
Respondents were allowed to choose multiple responses.

### Reasons for Denying Service



● All Spas ● Day Spas ● Resort/Hotel Spas



*Spa respondents that have reopened were asked to share tips or recommendations relating to the refusal of services as result of failure to follow or adhere to policies. Below you will find a sample of responses provided.*

- We've had a guest who read over 100 at temp check and was turned away and a guest we had to ask to leave due to refusing to wear a facemask indoors.
- Stand firm, otherwise it sends a very bad message
- Emphasize safety reasons for all employees and all clients as to why we have to refuse service
- We have been asking guest upon making their reservation what state and county they will be traveling from and if they have traveled to another county during the 14 days prior to their appointment. This alleviates a lot of issues prior to them arriving. We also confirm all of this info the day before the appointment as state and country numbers change. A manager makes the call to the guest if we need to cancel due to increased number of Covid-19 cases in their state and county. We also have them sign an intake form and the Spa Concierge verifies it a 3rd time before letting the guest in. We take everyone's temperatures any time they want to enter The Spa. No one is allowed in The Spa without a Face Mask. And all spaces have mandated and enforced occupancy levels.
- "We apologize but due to our commitment to our associate and guest safety, we need to ask you to reschedule 14 days due to the symptoms you've indicated. We apologize we are unable to accommodate your service today" and hold -firm-.
- We have all the guidelines posted, emailed and spoken to during confirmation or booking calls. We have only had 2 people come in for gift cards that had an issue. They were quite rude. Our team does not have to tolerate bad behavior. We let these people know that we will refuse service if they are not wearing a mask. They walked out. Unfortunately, that is the way it has to be.
- Our guests are asked several questions. If they answer yes to: have you had any symptoms, have you been exposed to anyone who has/ had symptoms or have you traveled out of state in the past month, we offer them to schedule their appointments 3 weeks after.
- We had only one guest that was reluctant to answer questions but did schedule her appointment for a later time. As long as you are confident in your questions, stand your ground and the verbiage you use, for example: "I hope you understand, considering recent events, we have to protect our existing clientele as well as our staff, etc. "
- 1. Ensure that your legal counsel has signed off on your policy. 2. Ensure that your policy is clearly visible on your website, signage and desk and part of the dialogue used by the person booking your appointments. 3. Apply the standards evenly and consistently.
- We have prepared a Health Acknowledgment Questionnaire that is presented in addition to our standard waiver form at check-in. If the guest answers any of the questions with a "yes", we respectfully communicate that we will cancel the treatment with no penalty. We have had absolutely no push back from the guests.



Q

Please identify how your revenue in each of the following categories has performed since your spa has reopened in comparison to the same period last year. Please skip any of the categories below that your spa does not offer.

SALON SERVICES (INCLUDING HAIR AND NAIL SERVICES)	ALL SPAS	DAY SPAS	RESORT/ HOTEL SPAS
	>65% DECREASE	21%	15%
51-65% DECREASE	15%	12%	14%
31-50% DECREASE	19%	15%	20%
16-30% DECREASE	15%	27%	11%
1-15% DECREASE	5%	8%	4%
NO CHANGE	11%	15%	9%
1-15% INCREASE	8%	0%	11%
16-30% INCREASE	3%	4%	3%
31-50% INCREASE	1%	4%	0%
>50% INCREASE	2%	0%	3%

SPA SERVICES		ALL SPAS	DAY SPAS	RESORT/ HOTEL SPAS
	>65% DECREASE	30%	34%	31%
	51-65% DECREASE	19%	15%	20%
	31-50% DECREASE	24%	32%	19%
	16-30% DECREASE	10%	10%	10%
	1-15% DECREASE	6%	5%	6%
	NO CHANGE	2%	0%	3%
	1-15% INCREASE	4%	2%	6%
	16-30% INCREASE	3%	0%	3%
	31-50% INCREASE	1%	2%	0%
>50% INCREASE	1%	0%	1%	

RETAIL		ALL SPAS	DAY SPAS	RESORT/ HOTEL SPAS
	>65% DECREASE	28%	35%	26%
	51-65% DECREASE	13%	10%	13%
	31-50% DECREASE	18%	25%	16%
	16-30% DECREASE	10%	8%	11%
	1-15% DECREASE	11%	10%	10%
	NO CHANGE	13%	3%	17%
	1-15% INCREASE	6%	5%	6%
	16-30% INCREASE	1%	3%	0%
	31-50% INCREASE	0%	0%	0%
>50% INCREASE	1%	3%	0%	

Governmental restrictions have required some spas to reduce their maximum capacity as a result of COVID-19. Please identify the current capacity your spa is operating under for services/treatments.

### Current Operating Capacity for Services/Treatments

	ALL SPAS	DAY SPAS	RESORT/ HOTEL SPAS
LESS THAN 25%	10%	15%	10%
25–40%	15%	25%	10%
41–55%	43%	28%	51%
56–70%	13%	8%	14%
71–85%	7%	13%	3%
86–99%	3%	0%	4%
100%	9%	13%	9%







*Which of the following best describes your spa's approximate treatment/service booking volume in the period since it reopened? Please identify the volume of treatments/services booked based on permitted capacity.*

### Approximate Treatment/Service Booking Volume







	ALL SPAS	DAY SPAS	RESORT/ HOTEL SPAS
86%–100% OF PERMITTED CAPACITY	19%	18%	20%
71%–85% OF PERMITTED CAPACITY	19%	23%	20%
70%–79% OF PERMITTED CAPACITY	11%	10%	10%
60%–69% OF PERMITTED CAPACITY	11%	10%	11%
LESS THAN 60% CAPACITY	41%	38%	39%







Q

Using the following scale, please rate the demand your spa is currently experiencing for each of the following. Please skip any services your spa does not currently offer.

		EXTREMELY HIGH DEMAND	HIGH DEMAND	NEUTRAL	LOW DEMAND	EXTREMELY LOW DEMAND
ALL SPAS	 MASSAGE	32%	40%	14%	8%	6%
	 FACIALS	5%	27%	31%	25%	13%
	 BODY TREATMENTS	2%	15%	36%	25%	23%
	 HAIR SERVICES	30%	26%	21%	12%	11%
	 NAIL SERVICES	26%	34%	18%	18%	4%
	 RETAIL	7%	18%	36%	28%	12%

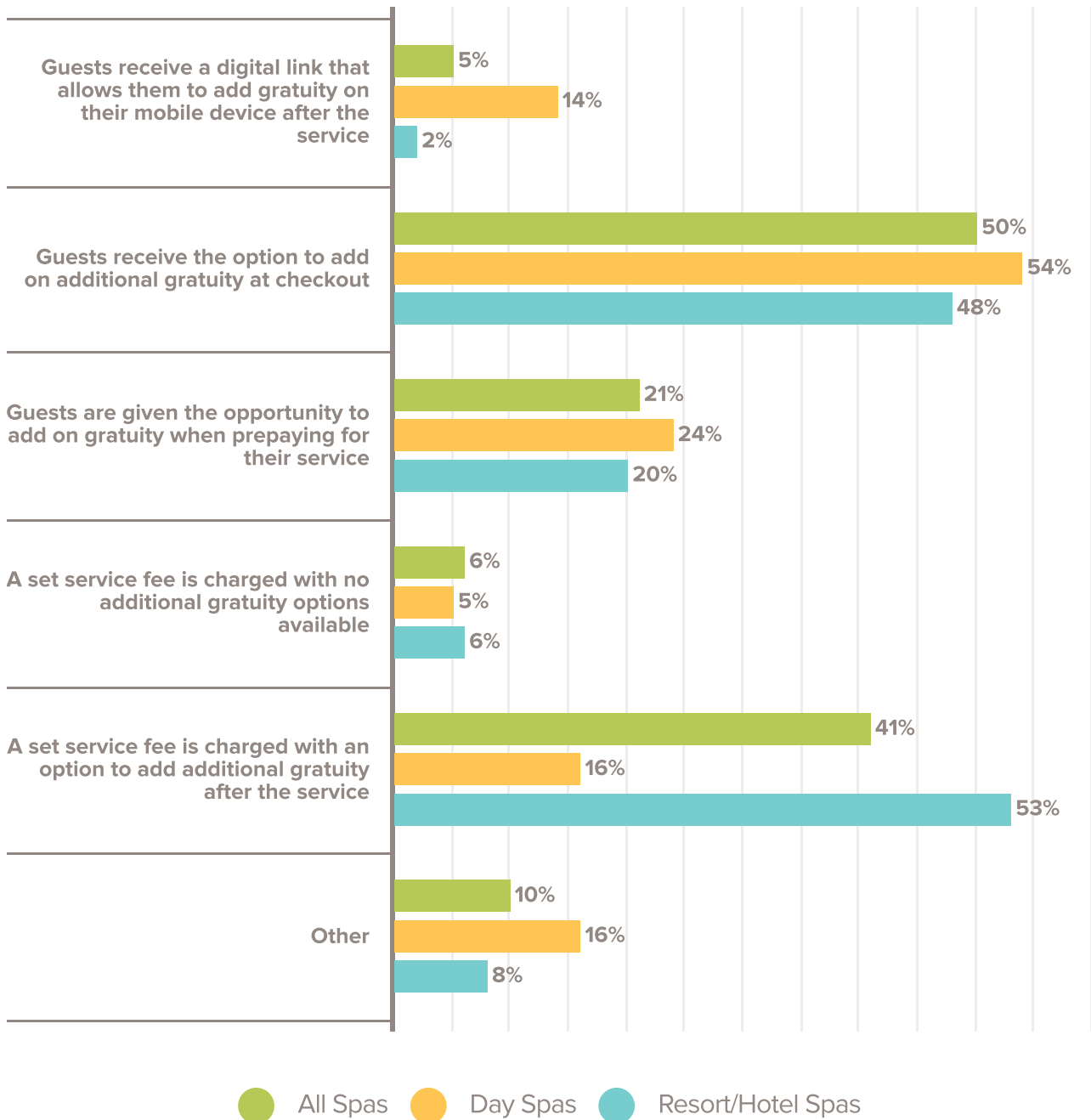


		EXTREMELY HIGH DEMAND	HIGH DEMAND	NEUTRAL	LOW DEMAND	EXTREMELY LOW DEMAND
DAY SPAS	 MASSAGE	26%	29%	23%	6%	17%
	 FACIALS	12%	24%	21%	27%	15%
	 BODY TREATMENTS	0%	10%	31%	28%	31%
	 HAIR SERVICES	32%	37%	11%	11%	11%
	 NAIL SERVICES	17%	25%	38%	21%	0%
	 RETAIL	6%	14%	31%	37%	11%

		EXTREMELY HIGH DEMAND	HIGH DEMAND	NEUTRAL	LOW DEMAND	EXTREMELY LOW DEMAND
RESORT/HOTEL SPAS	 MASSAGE	37%	44%	10%	8%	1%
	 FACIALS	1%	30%	36%	23%	10%
	 BODY TREATMENTS	3%	19%	41%	23%	15%
	 HAIR SERVICES	30%	23%	24%	11%	13%
	 NAIL SERVICES	29%	34%	14%	16%	6%
	 RETAIL	7%	20%	39%	24%	10%

As spas find creative ways to offer cashless and/or advance payment options, how is your spa handling the collection of gratuity for therapists? Respondents were allowed to choose multiple responses.

### Gratuity Collection Options





*Below are sample responses from respondents who selected “Other” on the question of gratuity collection.*

- Card on file to charge customer retail and services
- We have inclusive rates, guests are informed gratuity not necessary. If they insist, we handle via credit card charge with their room or onfile credit card.
- We have an auto gratuity on each service. The guest can adjust if they like. Some guests still want to give cash, so we give them an envelope and they have to put the cash in the envelope and it is placed in a little holder to get later with a gloved hands
- Cash or Venmo
- Gratuities are not the norm for the UK - if guest wish to tip, they can place cash in an envelope for their therapist.
- Spa - Guests sign in treatment rooms for any enhancements or grat. Salon- Guests sign at check out and add any grat they would like.
- Due to credit card fraud in our area, we do not accept prepayment. Guests pay as normal.
- We have the staff's QR code for Zelle or Venmo available.
- Automatic 20% gratuity that may be adjusted at checkout if the guest would like
- Members provide cash gratuity or Venmo directly to providers.

## Q

*Spa respondents that have reopened were asked to share how (or whether) they had adjusted compensation and employee scheduling policies/strategies to account for the impact of changes to service providers' routines and daily responsibilities (i.e. increased time between treatments, new sanitation requirements, etc.) due to COVID-19. Below you will find a sample of responses provided.*

- No change on compensation. Hours are reduced due to slow demand
- We don't offer services that require mask removal. We have limited services available three days a week only to maximize service providers book
- Changed shift times for social distancing, Pay for added cleaning/sanitizing
- We are paying our therapists for the extended 30 minute clean time.
- We have not made any adjustments to compensation
- Each Therapist receives an additional 30 minutes between treatments to Sanitize their room. Each therapist also is assigned to 2 rooms per shift. Our Salon team receives 30 minutes between services to Sanitize their work stations.
- No changes to compensation. Scheduling 15 mins between massage services, no additional time between nail or hair services.
- We have changed our time between services from 10 minutes to 25 minutes to allow for additional cleaning and sanitation procedures and allow therapists some down time to remove ppe.
- We have not changed compensation structure- more clean up time is allocated after each service and all spa staff also receives hourly pay in addition to commissions.
- We lengthened treatments and took a robust varied spa menu down to 6 massages, 1 body, 4 facials (although our state has not permitted these as of yet), and limited salon choices. So far, the simplified menu and longer times has been well received by staff and guests. A longer clean up time and the fact that with 50% occupancy a therapist can switch between two rooms has enhanced safety.
- Our therapists receive a flat fee commission. Reduced the amount of team members by more than half. We are on a small island and airport is close so we are only open to local guests, no tourists....
- Offered several uniforms per shift if therapist wants to change
- Extended shift length to compensate for extra time between services
- Compensation has not changed, added time between services, staggered start times to support social distancing, full time specialists are scheduled 4 days per week with 5th day as on-call day.
- We kept prices the same as pre covid but shortened the service length to enable proper sanitation.
- No adjustment to employees compensation, we did started with reduce operational hours for the spa, 6 hours less per day for now. Expanding our weekends to minus 4 hours per day compare to before.

- We re-opened starting with 4 days a week. Thur-Sun from 9-5 (first treatment at 10). We increased pricing \$10 and Friday-Sunday is yielded pricing anyways where it is additional \$10-\$20 more per service. Therapists do have extra 15 min in between each 50 min service but has shortened "lunch break" time to be available for additional appt. We did not change any commission structure or hourly pay.
- We are not making adjustments to compensation.
- Minimum wage is paid during extended clean up times
- The hours of operation have been reduced, We have scattered schedules and check-in times for guests and employees to keep from running into each other between services.
- Clean up time between treatments has changed to 30 min from 15. No change to therapist compensation structure, however.
- Our employees receive hourly pay in addition to commission and gratuities from guests. We have not made changes to our pay structure as they are still compensated for their down time cleaning with the hourly pay.
- Additional cleaning/sanitizing time is paid at minimum wage. No change in compensation for service performed.
- There has been no change in compensation. Schedules have been staggered to allow for social distancing among guests and staff. We did not have to eliminate any shifts and have been able to adhere to the mandates even on a busy Saturday. The spa also shortened it's operating hours by one hour on each end of the day. Technicians have 30-minutes in between each service to clean and sanitize. Because of this their booking capacity is at 60% of what it was pre-Covid.
- We have had to shorten everyone's day by 1 appointment each and we have changed some of their schedules around so that we don't have too many guests arriving at the same time. We have discounted services 15% since our facilities are closed (relaxation rooms, saunas, steam rooms, whirlpools, etc.) but the therapists still make full commission and we have not altered the 20% service charge (amount is on the full price) so therapists are making the same as they did before on each treatment.
- We have added more time to some of the treatments for cleanup. We opened everyday(including Sundays) when we were at 1/2 capacity so that everyone could get more hours. Team was able to work longer days and days off if we had capacity available. Certain products (like hand sanitizer) had extra incentive dollars going to the employee.
- We involve each staff member fully and allow the extra time needed. They appreciate that we are taking care of them as well as the guests.
- We had to cut all of our management/supervisor positions pay by 5% until we reach our weekly sales goal. For scheduling, we've had to increase all of our employees to full-time in order to meet payroll needs and everyone's working full days.
- Only three employees at a time and changed compensation structure to commission only.
- No changes in compensation at this time.
- 15% discount which affects pay by 15%.
- We have added an assistant to assist with cleaning as well as making all necessary supplies at each service station/area stocked and available. We have also added intermittent clean up times.

- Therapists are scheduled as part of a work bubble - Spa team is split into bubbles.
- If we are quiet, therapists are sent home but still receive a furlough payment for their contracted hours.
- Reduced staff returned to the spa, which is in direct relation to the number of service rooms available for treatment. Because not all rooms are in use therapists are moving to a different room throughout the day. Other spas in the area are still closed so we are experiencing a high demand for services that we cannot accommodate due to our social distancing policies.
- Our compensation remains as it was prior. We have reopened with a limited amount of staff, services and hours. It has been a thoughtful but successful process. All safety practices are in place and our staff and guests have been wonderful and in total compliance.
- New shift patterns and limited operational hours.
- We are allowing more time between services for sanitizing. We are scheduling based on demand and who is willing to work. We have quite a few staff who are not ready to come back to work or not planning on coming back at all. Our spa is large so social distancing is not an issue.
- We are fortunate to have the PPP loan and we are paying our therapist the average per hour amount that they earned in 2019. The plan is to continue this strategy until the loan end date. The next compensation program after PPP will be very similar to the existing prior to the closure. We are scheduling 30 minutes in-between appts to sanitize and prepare the room for the next guest.
- Therapists work between 2 rooms. And get 30 minutes after every 2nd treatment to sanitize and reset rooms
- At this time we are only utilizing our FTE's. PT and on call are brought in as demand increases. We are seeing a dip in services and evaluating the feasibility of keeping all FTE's working and how to address benefits which are currently supported.
- Director working desk 5 days a week, supervisor eliminated, attendant limited hours based on business level, strictly to clean; therapist hourly guarantee eliminated, straight comm plus service charge. All Front desk hourly adjusted to starting rate regardless of employment length.
- Added 2% additional commission to each therapist between now and the end of the year
- Given that staff are making more money staying at home on unemployment given the extra \$600/week they receive, convincing staff to return to work has been difficult. We asked that staff members work a 4 hour shift/week so that we could cover appointments and they would not lose their unemployment benefits. All management staff took a 5% pay cut. Staff are getting 30 minutes recovery time (instead of 15 minutes). We have always paid staff on an hourly basis whether they had a client or not, so our compensation model has not changed.
- We have scaled back: Therapists, Esthetician's, Stylists and Nail Tecs are part time and commission only. Front desk is down to 1 FT hourly concierge, 2 FT managers (Spa +Fitness) and the Spa Director working desk. We are also job sharing with hotel for 1 PT front desk employee. We have housekeeping and laundry 6 days a week (we are open 7) so Front desk helping get laundry to hotel and taking out trash.
- We opened with changing menu to 60/90 minute treatments for cleaning. But after 2 months and some adapted SOPs and protocols have gone back to 50/80 minutes.

- We have 24 treatment rooms. We are not permitted to have more than 50% occupancy with our treatment rooms. We assign 12 therapists to two separate rooms (example 1 & 13) and they rotate between assigned rooms. Pay is the same and so is gratuity
- We have added additional "lunch" time so that each provider could have a break from the environment and their PPE for an extended amount of time.
- We have not adjusted any compensation as we feel it is important especially during this time to take care of our team as we work through this strange time.
- No changes to compensation structure at this time. Scheduling was based on those who wished to return at this time; we will not bring in additional staff until further business needs arise. Those who wished to return and are working a full time schedule will now have seniority booking preference.
- No changes in service provider compensation. If employees are not booked, they're called off for the day, asked to come in later, or leave early. Management wages have been cut by 5%.
- At first we had a very strong policy for the provider to keep the same room during the entire shift. Because of shortened hours, cleaning time it was not the most efficient. Due to the fact that we are restrained of the amount of guests and providers in the spa, we have recently allowed our providers to switch room after each guest, sanitation is done by a spa attendant, we are not losing money or time for cleaning purposes anymore.
- We are compensating our service providers an average commissioned rate for hours not in session. Providers are paid commission for services and have the hourly while not in services.
- All services have an additional 15mins to allow providers ample time to clean. All service providers are required to work on peak days. Our spa is closed Tuesday and Wednesday when business demands don't justify to be opened.
- Changes to scheduling are nominal as our team has always been scheduled based on guest appointments. We have implemented staggered starts to provide opportunities for social distancing for both the guests & team members and we have not brought back all of our spa attendants so everyone assists with laundry, room stocking even care of the lounges/locker rooms. Most of our services already had 15 minute turnarounds ... we added to turn around in hair services. Compensation has not changed but May in the new fiscal year - lower commission but leave hourly and gratuity the same.
- We have experienced high demand in services. At this time we are not keeping extra time in between services, instead providers are rotating into the new room after each treatment to allow the time for sanitation and UV light session, therefore there was no need to adjust our compensation strategies. However this provides limited number of therapists on duty each shift to account for room rotation. In addition, we have lost about 35% of our regular staff due to Covid and not feeling comfortable to be in close proximity to guests. Therefore limited capacity and limited staff allowed for smooth operations and room rotation. We are spreading staff breaks as much as possible to prevent any segregation in prep room or any employee areas.



- The only changes that we have made is to join a Shared Work Program. Our volume has been reduced by anywhere from 12% - 66% for each service category. Our service providers are naturally seeing a reduction in the number of hours they are being scheduled. We also have reduced the hours and requirements necessary for our support and administrative staff. The Shared Work program helps to supplement their lost income and keep them wanting to work the required reduced schedule, by allowing them to still receive unemployment benefits, a paycheck from us and the federal pandemic unemployment compensation (the extra \$600 as long as it lasts). This has proven to be both an incentive and also a bit confusing for employees to navigate the first week of the program.

Q

*Spa respondents that had reopened were asked to share what they considered to be the biggest “Ah-ha moment” they have experienced related to reopening. Below, you will find a selection of responses provided.*

- Expect the unexpected and don't count on people to do the right thing.
- Slow is fast
- As would be expected providers were very apprehensive about coming back to work however I am finding that I need to remind them constantly to use their PPE.
- People do want to come to the spa.
- Training videos and Zoom meetings on the regular with the team are key to ensure we are being honest and transparent with each other for the safety of our team members, their families, and our guests. We do a regular Zoom Townhall weekly that is recorded and sent out to the entire team. Anyone from our team can jump on the Townhall and ask questions. Its a great way for those that are not back to work to ask those that are working how they are feeling and what are the biggest challenges.
- That our industry is not going to come back for some time and proposing how lean we need to become with staffing, hours, compensation changes etc.
- Because we eliminated a lot of amenities with high touch points, we needed only about 30% of the operational staff we once used every day.
- Temperature taking is crucial (we did not take temps at first, but it made the staff and guests feel so much more comfortable. front of house and back of house staff have loved pre shifts- assistance with verbiage during this time for sure.
- We are lucky that our guests are compliant (NY) and although we felt we were going to get push back on stringent standards, they are grateful. Realizing the varying levels of comfort of staff, and flexing to help them be safe and feel confident, has been a bigger issue. Fortunately, our Spa is in a resort hotel that is screening everyone for entry and we have to do less of that in the Spa itself - its all done for guests in order to get onto the property.
- Adding a reserved table by the pool deck where guests can wait for their appointments so the spa therapists can find their guests without walking around the entire deck asking people their name. Game changer and it looks like we are more prepared for them.

- Perhaps a better appreciation for the service provided by the therapists.
- More of an ah-ha moment for other departments to realize the spa/salon business already has strict sanitation and disinfectant practices in place. Ah-ha to push more technology inspired offers for e-commerce, wellness apps, fitness alternatives in guest hotel rooms.
- That no matter how you practice, prepare and invest in safety what will determine our fate is how well the public at large adheres to and complies with the guidance of our healthcare providers.
- We reopened a week ago today, I think in that period, the Ah-ha moment is to see how multi-functional my team is willing to be, without asking they move areas and check if help is needed in a pro-active way. Great to feel and see how supported with are towards each other.
- Lower # of guests in spa =better overall guest experience. We have been able to elevate the guest experience and personalize it better, now that we are not overcrowded. We are a 50-80 min spa that will be changing to 60-90 min (once the extra 15 min cleaning time is removed)--pre covid, this would be too hard to do financially...but as a re-open from scratch, this is the way to go...for both employee and guest experience. We will increase the price to reflect and create the elevated more relaxing/calm experience.
- That when I close my door and am with my client, it is possible not to think of covid for a glorious moment!
- California spas are shut down again for indoor operations. We have begun moving our operations outdoors to allow us to keep our doors open. This will probably be our new normal for awhile so we are going to get creative. Currently offering massage on our outdoor patios, will try to create new opportunities outside for services...moonlight massage, maybe?
- Have a base of flexible on-call staff if at all possible.
- I'm not sure there was just one moment. There were a lot of mandates and we were implementing things with no previous experience so in some cases we just had to try and see how it worked out and then adjust from there. Also, so many of our guests were just so thankful to be able to come in and receive services. So much gratitude! Lastly, my team, once given direction, were so confident and eager to do whatever was needed to ensure they were safe and our guests were safe and had a great experience. It really was a team effort getting the spa up and running again. it was beautiful to see how it all came together.
- That there is a way that this (spa services) can be done in a safe way, this is our new normal and we need to make adjustments to make it work-- and it CAN work!
- I am so used to dropping everything to give the utmost in customer service, and giving the customer what they want to make them happy and satisfied when they leave. Now, all of that has shifted to making everyone in our building and facility feel safe at all times. Service takes a backseat to safety. It is a lot of pressure and a lot of people counting on you to not drop the ball at any moment. I feel extremely proud though of the measures we are taking, and can sleep at night feeling confident we have trained properly, and provided all the tools our associates need to protect themselves, each other, and their clients.
- The clients really appreciated anything we could do for them. They really missed us and realized how important we are especially since they couldn't come in. That appreciation and loyalty has gone along way. They have also been willing to upgrade anything and purchase retail, just to be supportive.



- Customers do not read or listen to almost anything so keep everything as simple as you possibly can. Keep confirmation emails/calls as short as you can and don't give people too many options.. on anything. The less decisions they have to make once they're here, the better.
- Self care is a main priority right now for our guest and staff. We are going back to not just looking great but to feel great, calm and healthy.
- Physical distancing in the back of the house is a MUST! Its the antithesis of the spa culture but this discipline must maintained or one positive case can take down many people.
- Staggering appointments is critical
- Communication is important with clients to let them know you haven't disappeared even though I was closed. Still open for retail and virtual facials.
- Every treatment, every interaction and steps have been re-evaluated to ensure the health and safety of our staff and guests. Some guests unwillingness to adhere to governor's / state's mandates is baffling.
- How stressed and hyper-sensitive our guests have become. What once would not have been an issue a year ago is now a major event. In light of this there is more emphasis of selfcare for the staff, but we all are finding it challenging to find balance. The passion for this industry is waning for all staff.
- Absolutely how pleased they were to return!
- The sociological and psychological impact that the associates experience when they return to a structured work environment. No one could have anticipated the behavioral shift. We are being stretched as leaders and have to consistently provide emotional intelligence to reassure safety concerns, empathy for their feelings during this still unprecedented time, and show respect for their individual needs.
- You need to be flexible and keep your sense of humor. Stay resilient as things change daily. My mission to advocate health and wellness is even more meaningful.
- Winning back guest business is just as important as marketing. We are in a position now were our guest have to trust that we have their health as our main concern. Implementing procedures that visually show your sanitation and procedures is extremely important.
- Most guests that are visiting us are not concerned with COVID and are not appreciative of the precautions we are taking.
- Communication is key to make guests feel comfortable and associates feel safe! Planning and setting up far more stressful than actual operations. Closure of amenities simplifies and saves on expenses such as laundry, amenities, snacks, extra staff to clean.
- Some of our massage therapists are not comfortable returning to massage and are considering a new career path. Staff won't return because government assistance hasn't run out.
- People say they are eager to get back into the spa and they aren't necessarily emotionally/ mentally ready
- That we can provide a relaxing environment even without all our communal areas that had to be closed (locker rooms, meditation garden, etc.). We focused on removing furniture and making the spa look as if it had been designed this way. We didn't want our guests focused on all the services and amenities that they couldn't do because of Covid-19.

- Going paperless and automating Spa Treatment Intake form and Liability form being filled out as part of the booking and conformation process. We should have had these systems in place long ago.
- The ah-ha moment for us was when the governor's requirements for reopening were published and we realized how well our industry is already set up for success with the protocols and sanitation requirements that we were doing all along.
- Guests have been flexible and understanding of our new practices and policies. Employees had a harder time adjusting and getting back into the groove.
- We have been living COVID -19 facts, stats, and practices for months but our staff has not. Over-communicating to them to increase their comfort level has been an important factor in ensuring staff returns to work.
- Dedication and support of my team - during this time, we are learning what people are truly made of and how grateful they are to have an environment that is taking all measures to insure their safety and well-being.
- Simple is better! Over time our menu had grown considerably which meant back bar, inventory, training etc had grown too. Yielding our menu to offer only our highest profit margin services has allowed us to increase ebitda during this hard time where massage (our highest margin service) is still at ~80% (partly because we don't have enough MTs).
- How creative spa leaders can be after reading and researching various modifications to protocols due to Covid. Also how ready to return some of the staff was and their willingness to help every step of the way has been tremendous.



Please share what you consider to be your current status for each of the following categories.

ALL SPAS		1 COULDN'T BE BETTER	2 GOOD/ HEALTHY	3 JUST OK	4 LESS THAN STELLAR	5 NOT GOOD AT ALL
	MENTAL HEALTH	8%	48%	25%	15%	4%
	PHYSICAL HEALTH	13%	54%	22%	11%	1%
	PASSION FOR YOUR JOB	25%	49%	19%	5%	1%

DAY SPAS		1 COULDN'T BE BETTER	2 GOOD/ HEALTHY	3 JUST OK	4 LESS THAN STELLAR	5 NOT GOOD AT ALL
	MENTAL HEALTH	0%	41%	28%	23%	8%
	PHYSICAL HEALTH	13%	62%	15%	10%	0%
	PASSION FOR YOUR JOB	18%	56%	15%	5%	5%

RESORT/HOTEL SPAS		1 COULDN'T BE BETTER	2 GOOD/ HEALTHY	3 JUST OK	4 LESS THAN STELLAR	5 NOT GOOD AT ALL
	MENTAL HEALTH	8%	48%	25%	15%	4%
	PHYSICAL HEALTH	13%	54%	22%	11%	1%
	PASSION FOR YOUR JOB	25%	49%	19%	5%	1%



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