



COVID-19 Our Response

Still here for seniors







Our response

The safety and well-being of our residents and team members remains our highest priority. Now more than ever, we are a vital place for seniors who may otherwise be isolated at home.

As one of the nation's largest senior housing providers, our communities benefit from the knowledge and experience of an established leadership team. We remain in communication with industry leaders in an effort to provide the safest environment possible for our residents, team members and associates.

Since early March, we have been working to protect our residents from COVID-19. Due to the nature of communal living and the age of our residents, we have always had a strong plan in place for infection prevention and response. With the new threat of COVID-19, we fortified that plan with several safety, operational and clinical protocols, based on guidance from the Centers for Disease Control and Prevention (CDC) and state licensing and public health offices.

From the outset of the COVID-19 pandemic, our organization has mobilized quickly to address the challenges we face by:

- Using our network to procure an ample supply of personal protective equipment (PPE) and safety supplies
- Updating our operating procedures to include many new safety protocols
- Adhering to cleaning and disinfecting protocols recommended by the CDC
- Increasing staffing to ensure performance of these added safety procedures and tend to the daily needs of our residents
- Collaborating to share best practices and learnings across our senior living communities nationwide

Enhanced safety protocols

In early March, we implemented most of our enhanced safety protocols to prevent the spread of COVID-19 in our communities. Here is an overview of how our company aggressively responded during the early months of the pandemic.



Sanitization

- We began following the cleaning and disinfecting protocol set forth by the CDC. It includes the use of antibacterial and commercial cleaning agents, more frequent trash collection, the use of gloves and hand sanitizer and frequent handwashing.
- We have engaged outside disinfecting companies, as needed, after evaluating the safety and efficacy of their materials, processes and ability to provide services in a 24/7 environment with limited disruption to our residents.



Community Access & Screening

- We limited community access to emergency personnel and authorized medical partners only, based on guidance issued by the CDC.
- We designated a single point of entry staffed by an associate 24/7 to effectively screen and take the temperatures of all visitors and employees prior to entry.
- In assisted living and memory care communities, we began screening all residents twice a day, taking temperatures and O2 saturation levels.
- We implemented regular testing procedures for employees and residents using CDC-approved test kits, testing once a week or as symptoms appear.



Social Distancing

- We established community-wide social distancing guidelines that only allow small groups of no more than four residents to gather while remaining at least 6 feet apart.
- We shifted to in-apartment dining only, delivering meals to our residents in the comfort of their homes.
- We began providing activity room service, organizing hallway games and mobilizing entertainment carts to deliver music and refreshments to our residents at home. We modified our activities to accommodate staggered sessions with smaller groups of four or fewer residents, no shared supplies and 6 feet of physical distancing.
- We asked new residents to social distance by spending the majority of their time in their apartments for the first 14 days, with frequent visits by staff to help with their transition.



Masks, Hand Sanitizers and Personal Protective Equipment (PPE)

- We began requiring all team members, emergency personnel and authorized medical partners to wear masks while in our building and encouraging residents to wear masks in the common areas of our building.
- We procured and maintained a supply of cloth masks for our residents, associates and visitors, as well as N95 masks and additional PPE to be used as needed.
- We increased the number of hand sanitizer stations throughout the building.

Our response continues to evolve as we receive new information and guidance.

COVID-19 protocols

If any person in one of our communities is confirmed or presumed positive for COVID-19, we employ our COVID-19 protocol that specifically outlines the enhanced protocols and requirements for notification, sanitization, PPE use, testing and quarantine.

Company-wide Protocols

- At the first sign of illness in a resident, we initiate our community-wide social distancing in apartments protocol and promptly seek the advice of the resident's primary care provider or other relevant health care providers. We transfer individuals to alternative care settings for evaluation and treatment as advised.
- Associates who show signs or symptoms of COVID-19 are directed to leave the community and self-quarantine for 14 days.
- We follow our COVID-19 daily checklist, which outlines the heightened safety measures and protocols that must be followed.
- We strictly follow CDC guidance on the management of confirmed COVID-19 cases in health care settings, which outlines steps to minimize exposure, the use of PPE and visitor access.
- We follow the recommendations of the CDC and local and state health authorities.
- Upon a confirmed case of COVID-19, we call every resident's primary contact (typically a family member) in a timely manner and share as much as possible while protecting resident privacy. We then follow up with a letter to every resident with the same information.

Our team

Our amazing team of caregiving, housekeeping, dietary and maintenance personnel show up every day to keep our residents safe, healthy and engaged. Our associates are compassionate, resilient, reliable individuals who love working with seniors. They create fun and joy while providing companionship and comfort.

As we began to prepare for this pandemic, we ramped up our hiring efforts for a wide variety of full-time and part-time roles. We continue to adhere to a rigorous interview and screening process and provide our team with resources and tools designed to find and hire the best people.

Employee Hiring, Training and Support

- We continued to effectively screen all new hires and implemented a backup staffing plan to ensure we have the appropriate number of caregivers and support personnel on-site.
- We used our Employee Assistance Program (EAP) to support our team members throughout this particularly stressful time. Through the EAP, they can access confidential professional guidance on family, legal and financial matters.
- We began providing frequent in-service trainings on managing contagious illnesses, including sources of exposure, prevention and the recognition of symptoms.
- We increased staffing to ensure our team could perform the additional safety procedures and tend to the daily needs of our residents.



Our residents & families

While important for the health and well-being of our residents, the increased isolation and limited visitation have been understandably challenging. The interaction and engagement our programming provides residents is a cornerstone of our communities. It entertains, gives purpose and connects us to our families and the broader communities we serve. Our programming team has risen to the challenge to fill this void, finding a variety of creative solutions to help maintain resident health, social engagement and quality of life.

Modified Activities

- Our activity experts have developed safe and meaningful ways for residents to engage with each other and their families, like hallway bingo, pen pal and adopt-a-senior programs, family car parades, musical performances from outside, and so much more.
- Our activity teams visit residents in their apartments to deliver a la carte activities, such as puzzles, word games, trivia and craft projects. Some have even facilitated in-home workouts and beauty services, like haircuts and manicures. And our friendly staff is always up for a chat and to offer emotional support.
- Team members come through the halls multiple times a day with snack and hydration carts and continue to offer modified versions of exercise and wellness classes to keep residents moving.





Staying connected

Human connection is important, especially when we cannot be together as much. We are staying in touch in a variety of ways, using our community Facebook pages, emails, text messages and phone calls to share information about our latest prevention efforts and provide a window into life in our communities.

Things may look different right now, but our residents and staff are making the best of it and still having fun. Our team members assist by:

- Updating community Facebook pages regularly with images and videos of our residents and staff participating in activities and celebrations, exercising and enjoying in-room activities
- Helping facilitate video calls between residents and family members
- Setting up visitation areas for window visits where residents and family can meet in-person while safely distanced
- Hosting informational conference calls and sending frequent update emails to keep families informed

Our plan moving forward



As the broader community moves into its various phases of “re-opening,” our priority continues to be the health and safety of our residents, team members and associates. Unlike many other businesses, we remained open throughout the pandemic, adjusting our operating procedures to safeguard our residents.

We know everyone is eager to see life in our communities return to normal, and we will thoughtfully ease restrictions in a way that is right for our residents and complies with state and local mandates. We look to the future with optimism and confidence, backed by the knowledge and experience we have gained.



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What you can expect

- We will continue to implement the changes we have put in place to keep our communities safe and healthy, adjusting protocols to follow recommendations from the CDC and our state and local agencies.
- We will continue to equip our team members and health care partners with PPE to safely provide the personalized care our residents expect and deserve.
- We will continue to find ways to combat isolation and anxiety and strive to keep our residents safe, engaged and connected to their families.
- We will continue to stay close and transparent with our residents, families and partners.
- We will continue to welcome new residents into our communities taking additional precautions to help them transition successfully while keeping both new and current residents safe and healthy.

Below is a summary of the Company COVID-19 Transition Plan

This outlines our policies as we begin easing some of the heightened safety measures and restrictions put in place to limit the spread of COVID-19. Each community will also have their own individualized Transition Plan depending on state and local mandates, resident population, community size and layout and whether the community has been previously impacted by COVID-19.

	Level 0	Level 1
Visitor and Staff Screening	Anyone entering building must be screened prior to entry. Temperature is taken at time of entry.	
Disinfecting Protocols	All common areas of the community are disinfected twice per day.	
Communication Protocols	Communicate with family members at least weekly.	
New Residents	New residents must complete a comprehensive screening process prior to moving in. Quarantine determined on a case by case basis by community leadership team with regional review and QA nurse consultation.	
PPE Requirements	Staff and medical visitors in masks at all times. Residents encouraged to wear masks in common areas.	Visitors / Caregivers / Dining / Activities / Housekeeping in masks at all times. Residents encouraged to wear masks in common areas or during group activities.
Visitation	Only essential medical personnel and third party caregivers. Facilitate virtual resident visitation utilizing video conferencing technology to ensure regular interaction between residents and their families.	Resident visitors: immediate family only, 2 guests per resident, scheduled by community, in designated common area (disinfecting after each visit).
Tour Guidelines	No on-site tours. Facilitate virtual tours utilizing video conferencing technology.	Tours with prospect and 1 family member only. Limited tour path to common rooms and model room.
Food and Dining	In-room dining only.	Residents Choice / Comfort Level: In-room dining or communal dining with expanded hours and residents spaced at least 6 feet apart.
Activities	No group activities / no outings. Activities limited to in-room only.	Group activities with 5 or fewer residents with proper social distancing. No activities with shared supplies.
Transportation	No transportation services offered.	Medical appointments as requested by a physician only.
Services	No outside service providers allowed (i.e. beauty, therapy, entertainment).	Basic resident services encouraged, servicing 1-2 residents at a time (i.e. beauty, therapy).

Note that this may vary from locality to locality based on physical plant and state and local regulatory requirements.

	Level 2	Level 3
Visitor and Staff Screening	Anyone entering building must be screened prior to entry. Temperature is taken at time of entry.	
Disinfecting Protocols	All common areas of the community are disinfected twice per day.	
Communication Protocols	Communicate with family members at least weekly.	
New Residents	New residents must complete a comprehensive screening process prior to moving in. Quarantine determined on a case by case basis by community leadership team with regional review and QA nurse consultation.	
PPE Requirements	Visitors / Caregivers / Dining / Activities / Housekeeping in masks at all times, while providing care or services.	No masks.
Visitation	Visitation allowed in individual resident apartments, limited to 3 visits weekly, limit 4 guests per resident.	Full visitation allowed by appointment.
Tour Guidelines	Tours with prospect and 2 family members only. Tour path includes prospective apartment for prospect.	Regular tours with limited resident interactions.
Food and Dining	Communal dining with expanded dining hours, smaller groups with fewer tables.	Regular communal dining with proper social distancing.
Activities	Group activities with 10 or fewer residents with proper social distancing. No activities with shared supplies.	Regular internal activities. Single entertainers allowed into community.
Transportation	Routine medical appointments and individual banking or shopping trips.	Regular group transportation for activities or shopping trips.
Services	Expanded services offered, including outside entertainment.	Group service providers and visitors welcome.

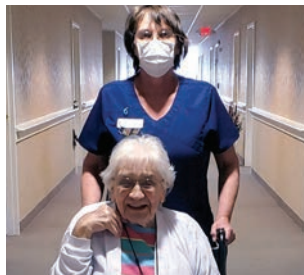
Our sincere gratitude

COVID-19 has presented challenges we never before imagined. Yet, through it all, we have watched people from different generations, geographies and walks of life come together to support our community and reinforce that we are truly stronger together. Our families and neighbors have helped us continue to provide an engaging, caring environment for our residents, with car parades, outdoor serenades and special celebrations.

For that, we are forever grateful.

The last few months have been challenging for all of us—residents, families and team members— as we navigated through uncertainty and adjusted to the new, sometimes frustrating, policies and procedures implemented to protect our residents. We appreciate your patience, understanding and trust.

We are in this together.





To learn more about the CDC guidance we adhere to, please visit:

Considerations for Preventing Spread of COVID-19 in Assisted Living Facilities

<https://www.cdc.gov/coronavirus/2019-ncov/hcp/assisted-living.html>

Preventing the Spread of COVID-19 in Retirement Communities and Independent Living Facilities

<https://www.cdc.gov/coronavirus/2019-ncov/community/retirement/guidance-retirement-response.html>

Cleaning and Disinfecting Your Facility

<https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html>



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