



March 16, 2020

Dear Holiday Associates,

You serve our residents with exceptional caring and purpose. You keep our communities clean, our residents engaged, and their family members comforted by your commitment to help their loved ones live better. Our residents call our communities home because of you.

These are extraordinary times to be serving seniors. The global COVID-19 emergency requires we do everything we can to keep our residents safe and healthy. As a heightened measure of prevention and response, Holiday is making the decision to place all communities in an accelerated stage of our infectious disease protocol. It's very likely that this decision will change your normal daily tasks. Some tasks may be performed less frequently, some may be temporarily suspended, and new tasks may be added to your daily duties. The reassignment of tasks reflects a reprioritizing of services to make our communities as safe as possible for you and our residents.

Here are the changes taking place over the next several days:

- Restrictions on visitors will go into effect. Only essential visitors will be permitted.
- All entrances will be locked except for the main door. Visitor entry will need to be monitored throughout all normal business hours.
- Restrictions on group activities will also go into effect.
- Bus service will be suspended.
- The dining room will be closed. The kitchen will produce and deliver all meals via cart delivery.
- Snack and beverages delivery will take place two times daily.
- In-room housekeeping will decrease. Cleaning in common areas and high touch points will increase.

As you can see from the list, our residents are going to experience uncomfortable changes. I know you're going to feel unsettled by the changes, too. Although there is significant unpredictability over how long we will live with the COVID-19 uncertainty, we commit to you to provide regular updates on our operations changes and where we need to make adjustments. In this uncertain time, our residents need us more than ever. We need each other more than ever. Over these past few weeks, I've seen our associates working so hard and collaborating to plan COVID-19 prevention and response measures. It has been amazing and inspiring to see the teamwork. It's been reassuring and comforting to know our core strength has been made stronger. Our residents and their family members can take comfort in knowing that we are doing everything we can to keep them safe and healthy. Thank you for all you are doing at this very difficult time. We will be providing frequent communication as the situation changes to keep our teams informed.

Lilly Donohue