



Dear Resident and Family Members,

Who would have imagined back in March that now, seven months later, all of our lives would still be severely disrupted by the COVID-19 pandemic? While none of us expected the pandemic to continue for this long, our commitments to you have not wavered: 1) keeping resident and employee safety as our top priority, and 2) providing you with transparent communication.

From the outset of this crisis, we have taken many measures in our communities to combat the pandemic, including but not limited to:

- Limiting visits from outside guests;
- Closing or limiting the use of our dining room for communal meals;
- Curtailing in-person activities, whether among residents or with outside entertainers;
- Progressive testing in the event of an outbreak or prolonged spread;
- Additional sanitization of common areas; and
- Vigilance around safe behaviors including usage of personal protective equipment such as face masks, social distancing measures, and hand washing.

Due to the collaboration between our employees, our residents and their families, these measures have worked to limit the spread of this virus. When compared to older Americans living in the general public, our residents have been 62% less likely to contract the virus. The reality is that we were probably better equipped to manage this pandemic than anyone else. After all, Holiday has had detailed infectious disease protocols in place for 50 years.

Transparency is more important now than ever. We were one of the first senior housing providers to post positive cases on our community web pages for the general public. We have informed residents when any resident, employee or third-party caregiver is tested because they exhibit COVID-19 symptoms. We have implemented a formal process of contact tracing to determine and inform who might have been exposed to symptomatic individuals. These practices will continue.

Although these measures have succeeded in limiting the instances of COVID-19 in our communities, they have come at a high cost in terms of loss of community and increasing social isolation. We cannot ignore the harmful effects of loneliness and isolation on the members of the Holiday family. Many residents move into a Holiday community precisely to escape the isolation of living on their own.

We recently surveyed our residents and there was an undertone of fatigue in the responses. After navigating this pandemic for seven months, many people are getting restless. They want to have more interaction with loved ones and friends. They want to return to the activities that bring them joy. As a result of this feedback, we have revisited our community protocols.



We will be making some changes to safely facilitate additional social activity and interaction in our communities. While we are responding to many of our residents who are ready to resume pre-COVID-19 activities, we also recognize that others are not. Our protocols are meant to provide you flexibility to participate at your personal comfort level.

Within a week, your General Manager will be reaching out with any changes specific to your local community protocols. In the meantime, I want to highlight a few changes that will impact all 261 of our communities.

The most significant changes will take place upon learning of a positive COVID-19 diagnosis in one of our communities. Residents who test positive will still be required to isolate in their apartment until they recover. Employees and third-party caregivers who test positive will still not be permitted in the community until they recover. However, residents who have not tested positive and are not symptomatic may continue to enjoy the benefits of their community, subject to any local rules around reopening. In particular,

- The dining room will remain open and subject to any current capacity limits unless there are more than three positive COVID-19 cases associated with the community. Of course, for residents that do not feel safe taking their meals in the dining room, we will deliver the same quality meal to their apartment.
- Other community amenities, such as transportation and socially distanced activities, will remain open as before.
- Importantly, visits from family and friends will remain permitted subject to screening.

Of course, the situation with this pandemic continues to evolve, and we will retain the ability to implement additional restrictions if we believe doing so is necessary to maintain resident safety.

We are honored that so many families across the country have entrusted their loved ones to our care. The health and welfare of our residents is our primary concern. The longer this pandemic goes on without a vaccine, the more important it becomes for us to lean on the strength of community to promote not just physical, but also mental and spiritual well-being.

Lilly Donohue
Chief Executive Officer