



April 17, 2020

Dear SALMON Families,

I am reaching out with a clinical update following Matt Salmon's April 14th letter on the COVID-19 pandemic. Experts tell us we need to gear up for a surge in COVID-19 positive patients that will push our systems to the limit. We at SALMON have been working hard to prepare for this while continuing to provide high-quality care to all our Residents.

I understand this is a difficult time to be unable to see your loved ones in person, but the health and safety of all to prevent the spread of infection makes distance necessary. Our team is working extra hard to provide them with tender loving care in your absence. I'm hoping that you have been able to use FaceTime or have a "window visit" (remembering social distance) with your loved one. If you have not, I encourage you to reach out to your campus executive director to arrange this.

I want to share with you some of the things we as an organization have done to prepare.

We have spent a lot of time and money to purchase as much Personal Protective Equipment (PPE) as we could find. We have gone well beyond our usual supply chain, working creatively to obtain certain items such as N-95 masks, gowns and gloves. Adequate PPE will keep our Residents and staff safe and healthy. We are continuing to acquire more PPE as we move through this pandemic, so we will have a sufficient supply.

Along with acquiring PPE, we have done multiple trainings with our staff members to ensure they understand how to use it properly. Infection control principles such as hand hygiene and isolation precautions have been reviewed, reinforced and are followed by the entire team.

Another measure we have taken in Beaumont locations with positive cases is creating isolation units to keep COVID-19 positive Residents and other Residents separate (called cohorting) with care staff dedicated to each group. This helps lower the risk of infection.

We are also working hard to take good care of our staff members during these stressful times, by providing them with free meals, on-site grocery service delivered to them, increased appreciation and recognition programs, an employee hotline staffed by social workers to offer emotional support and increased pay differentials. Our employees are our frontline heroes; they deserve our respect and support.

The COVID-19 pandemic is like nothing we have seen in our lifetimes. At SALMON, we are fortunate to have a caring, hardworking, brave staff guided by a dedicated leadership team to ensure the best care is provided every day. I am honored to work with all of them.

Sincerely,

A handwritten signature in blue ink that reads 'Deb J. Freedman'.

Deborah J. Freedman, Director of Clinical Services

The Willows
Retirement Communities

Westborough
Worcester

Whitney Place
Assisted Living and
Memory Care

Natick
Northborough
Northbridge
Sharon
Westborough

Beaumont Rehabilitation
& Skilled Nursing Centers

Natick
Northborough
Northbridge
Westborough
Worcester

The Health Center
at The Willows

Worcester

SALMON Adult
Day Health Centers

Natick
Northbridge

SALMON
VNA & Hospice

Central Massachusetts

SALMON
Private Care Options

Central Massachusetts

SALMON Centers
for Early Education

Natick
Northbridge