



May 8, 2020

Dear Residents, Family and Staff,

Over the past few weeks, we at SALMON Health and Retirement have continued our efforts to better understand the impact of the COVID-19 pandemic on our Residents and staff, and I want to share some important updates.

Resident Testing

I am pleased to report testing of Residents is complete at all our Beaumont skilled nursing and Whitney Place assisted living locations. The team at each community worked closely with SALMON's healthcare leadership and the MA Department of Public Health to conduct the testing. Results can be found on our website at <https://www.salmonhealth.com/wp-content/uploads/2020/04/Results-Website-Posting-pdf.pdf>.

A reminder: since Beaumont at Worcester is currently a COVID-19 treatment and recovery center, all individuals there have tested positive.

Moving forward, we will continually update our test results grid. We expect to see the number of positive test results among our current Residents decrease as individuals recover from COVID-19.

Employee Testing

Now that tests are more widely available, we have also begun the process of testing our employees; this will be done in phases over the next several weeks. All employees are being tested using a DPH-authorized testing vendor. The results will be shared individually with the staff members; any individual who tests positive, regardless of whether they have symptoms, will be required to quarantine, and follow the CDC return-to-work guidelines.

Recognizing test results represent a "moment in time," a snapshot of their health, we will continue to monitor staff for fever and other symptoms. Any employee with symptoms will be tested as part of our ongoing surveillance program.

Infection control

While completed Resident and employee testing will provide us with important information, our organization will continue to be vigilant on infection control.

The Willows Retirement Communities

Westborough
Worcester

Whitney Place Assisted Living Residences

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



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There is much remaining unknown about the COVID-19 virus, immunity to it, reinfection, etc. We have been carefully managing our supply of Personal Protective Equipment (PPE) to ensure we have what is necessary.

New Admissions

We will begin admitting new Residents in our skilled nursing and assisted living communities soon. We will have systems in place to mitigate the spread of the virus to our staff and current Residents. New Residents will be tested for COVID-19 prior to entering the communities and, as an additional precaution, we will have Residents self-quarantine in line with CDC guidelines.

Our Sympathy

It is with deep sadness I acknowledge members of several of our communities who tested positive for COVID-19 have passed away. We have spoken with their families, expressing our deep sympathies during their time of loss. Everyone on the SALMON team shares the grief of our Residents' family members and friends.

These past 10 weeks have been incredibly challenging for our Residents and their families. They have been unable to visit in person, share a warm touch and maintain the normal routines which give our Residents joy. I realize this situation compounds the grief felt by those who have lost loved ones. Our staff is both striving to maintain connections between Residents and their support systems through technology and increasing their personal interactions with our Residents.

Thanking our team

The compassionate and professional care every member of our team has offered during this period is truly amazing to witness. Many of our staff work with us because they feel drawn to the mission of supporting seniors; few of them ever anticipated playing the many roles they do today. Their commitment to our Residents, at a time they have concerns for their own families and share the sense of uncertainty surrounding us, is inspiring. I want to acknowledge their individual and collective contributions to our community; there are simply not enough ways to thank them sufficiently.

The road ahead

The Commonwealth's response to COVID-19 will continue to evolve. At SALMON Health and Retirement, we remain focused on infection control,



supporting our staff in the important work they do, caring for our Residents' physical and mental health and considering the needs of their families.

I will continue to share information and updates with you moving forward; in addition, please remember to visit the COVID-19 page on our website for important and current information.

I want to reiterate our commitment once again to our Residents and their families. These are challenging times and we are doing everything possible to provide the care and support you expect from SALMON Health and Retirement.

Sincerely,

A handwritten signature in black ink that reads 'matt' in a lowercase, cursive style.

Matt Salmon, CEO

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