



May 22, 2020

Dear Staff,

First and foremost, sincere thanks to each one of you who has worked with our organization during this COVID-19 pandemic. Those efforts have had positive and meaningful impact on the people entrusted to our care. Your dedication, compassion, skill, and commitment are inspiring, and my family is humbled by, and grateful for, your support of SALMON Health and Retirement.

Second, I am excited to announce the formation of **The Salmon Family Foundation to help our staff and surrounding communities**. For sixty-eight years, we have strived to do our best for our team and for the individuals in our locations. Throughout this time, we have seen many highs and lows for our colleagues and their families and tried to support each situation well. This new foundation will create both consistent funding and a formal process for staff members to seek needed support.

Danny, Dorothy, DJ, Kate, Matt, Kim and I, along with our spouses, have pledged \$50,000 to establish the foundation. Thanks to commitments from senior leadership, vendors, and other sources, our foundation will grow over the next year.

Up to \$500 will be available to any SALMON employee for immediate support; larger amounts may be available to assist charitable organizations which meet the foundation's criteria. I will send out information in the next week on how staff members can apply for themselves and for worthy organizations within SALMON's service area. The plan is for a small, dedicated group of employees to approve confidential applications every month.

Your efforts matter: my family has known that since 1952, and always been grateful to everyone working in our organization. SALMON has grown from a small nursing home in Northborough into a fully-integrated senior housing and healthcare system serving nearly 2,500 people daily—far beyond the scope of what our grandparents began and our parents imagined. It was built through the efforts of people like you, working beside us. Going forward, The Salmon Family Foundation will help us honor you and deserving groups in practical, tangible ways.

Sincerely,

A handwritten signature in black ink that reads "ANDREW".

Andrew Salmon for the Salmon Family

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*