



March 31, 2020

Dear Residents of RiverWoods Durham, RiverWoods Exeter and Birch Hill,

We have provided you with a lot of information and new guidelines over the past few weeks. That being said, we are hearing from our Executive Directors and onsite teams that there is still some confusion about our new temporary policies.

If you leave campus, for any reason, including medically necessary procedures, you will need to self-quarantine in your apartment for 14 days. The guidelines for self-quarantine have been provided by your Executive Director. Failure to follow the guidelines puts our community at higher risk. If you cannot follow the self-quarantine guidelines you cannot live here until this pandemic is passed.

We are not allowing any visitors on campus. That includes family. If your family wants to bring you a delivery please let them know they will have to drop it off at the "check in" point. They cannot come on campus. They cannot come sit outside with you, they cannot go for a walk with you, and you should not walk off campus and get in their car. I know this is hard, but we are doing everything we can to keep the virus out of our communities, and for now that means not allowing any non-essential visits. This won't be forever, but it is for now.

If you go for a walk off campus, please do not "meet up" with others. Keep a six-foot distance between you and others at all times. We will help you with that. Expect that we will remind you of it, as we are also reminding our staff. We all need to do this.

You might think six feet is too far, but here is reality, there is a **global** shortage of masks and other personal protective equipment (PPE). We are doing everything we can to source as many as we can, but we need to keep that supply for if/when we do have a positive case on campus. If there wasn't a PPE shortage we would probably just ask people to mask themselves when others were around. But there is a shortage. It is no joke. Any glance at a newspaper article or the TV news will tell you how tough this is even for hospitals to obtain PPE. So right now, the best

way we can keep someone else's germs from us is to maintain proper distancing. Its hard, but it is entirely necessary. We need to get better at it.

To that end, we are going to institute a few new things this week:

Physical Distancing Reminders:

- We will begin to add some more reminders about how far 6 feet really is. It is *far*. We need to pay attention to it. Staff and residents alike.

Housekeeping:

- While we will maintain laundry for flat linens, by the end of this week we are going to **eliminate** in- apartment housekeeping for now. This is for a few reasons:
 - We want to limit the occasions where a staff member is in your personal apartment during this time period.
 - Apartment cleaning makes it hard to keep a six-foot distance.
 - It allows us to redeploy our housekeepers to other, more "high touch" areas and to other roles within the community so that we can reduce the number of staff on site each day.

Of course, if you have an emergency situation in your apartment our housekeeping or facilities staff will come in and attend to it, but as one of my peers said to me recently, "no one has ever died from dust".

Groceries:

- We have spent the last week or two increasing the number of items that you can buy in our country/community stores and in our Bistros. These now include most essentials; condiments, soups, bread, crackers, yogurt, fruit, candy, ice cream, deli meats, cheeses, milk, ice cream, gluten free items, dairy free items... We are doing this so that we can limit our staff time in grocery stores. Going forward, if you have items that you would like (in addition to what we have stocked) we will *try* to source them through our regular purveyors and put them in the store for purchase. Keep letting us know. But for now we are going to discontinue the "special shopping".
- We also understand that the most requested items are the ones that are hardest to source for everyone right now: toilet paper, paper towels, hand

sanitizer, and Clorox wipes. We continue to work with our suppliers to stock as many of these items as possible in our country/community stores, but even when we go to the store, there is a “1 per person” limit, which as you can imagine, makes it challenging to shop for an entire community.

Preparedness:

Some of you have asked what will happen if and when we do have a positive case on your campus. Though we are working every day to keep the virus out of our campuses, math suggests that at some point we will have a positive case. The reality is that at that point some of the decision making will be out of our hands, but please know we have a plan and we will respond in a controlled way.

If a resident did test positive for COVID-19 The Department of Public Health (DPH) would notify us of the result. We would then notify the community and our staff.

A positive case on the Independent living side would include total isolation for the infected individual and spouse (if applicable). That means the resident would not leave their apartment until medically appropriate. Our staff would provide delivery of all necessary items, trash pickup, health care/wellness through our staff (so long as the individual was well enough to stay “at home”) etc. It would also likely mean a temporary isolation of all members of the community, to ensure that we could do contact tracing. We would essentially act as if all community members were positive for a short while, do the necessary contact tracing and additional deep cleaning of all surfaces in the common areas, and then begin to consider backing off the restrictions.

If the positive test was in the health care environment we would institute the regular measures that we do for all outbreaks (flu, norovirus, etc.), isolate all residents, only allow essential health care staff in the unit (nursing would perform housekeeping and receive the dining meals to deliver).

By the end of this week we will begin universal masking in our health centers as a preventive measure. The timing of that decision will be a product of the inventory of PPE that we can obtain.

The reality is that if we are to have a positive case our freedoms will be limited, and our decisions will have no gray area. That is one reason we are trying so hard to keep the virus out of our communities for as long as possible.

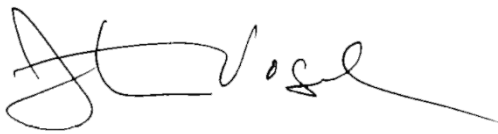
I have spent the weekend and the early part of this week talking with my friends who are CEOs in Senior Living Communities around the country, some of whom are in areas where the community spread is a week or two ahead of us in New Hampshire. Many have had positive cases in their communities. All wish they had closed their campuses and instituted more strict guidelines sooner. That is why we are instituting these measures now.

As we know, every crisis has a beginning, a middle, and an end. We are past the beginning, but we are not likely at the middle yet, and we don't know when the end will be. However, rest assured, there will be an end. The small sacrifices we are making now, such as visitor restrictions, avoidance of social gatherings, and self-quarantine, will be key to our community remaining as safe as possible through the duration of this crisis.

What we are doing is to protect you and our staff team. You have to play a role in protecting your friends and neighbors. Make good choices, and stay healthy my friends!

Thank you.

Stay healthy my friends.

A handwritten signature in black ink, appearing to read 'Justine Vogel', with a long horizontal line extending to the right.

Justine Vogel
TRWG CEO