



March 2, 2021

TO OUR RESIDENTS, RESIDENT CONTACTS, EMPLOYEES, BOARD OF DIRECTORS AND PHYSICIANS:

These last 12 months have been quite a journey for all of us. In just weeks we will mark a full year of our collective experience with COVID-19. Texas Governor Greg Abbott and Dallas County Judge Clay Jenkins issued their mandates as early as March 12, 2020. CC Young implemented our first COVID-19 safety protocols on March 16, 2020.

Since the inception of COVID-19, we have had to educate ourselves about the virus, devise protocols to ensure resident and staff safety, modify/adapt protocols as new information became available, respond to state and local mandates and reporting requirements, and more. Through it all, resident care and safety has been our primary focus. Some may say our protocols have been too restrictive, but our incidence of positive COVID-19 cases on campus is far below that of our peers. Additionally, we were able to avoid any resident-positive cases on campus until November 7, 2020. In total, we have had 38 residents test positive for COVID-19: 19 in Assisted Living, 13 in Memory Support, 3 in Skilled Nursing, and 2 in Independent Living.

Our first vaccine clinic was held January 6, 2021. Our final clinic was February 21, 2021. During that time, almost 100% of our residents received 2 doses of the Pfizer vaccine. There are only 2 full time residents (non-Rehab) who await their second dose. We were able to vaccinate approximately 50% of our employees which is considerably more than the national average of 37% for Senior Living workers.


More good news is that CC Young has applied to be a vaccine provider and we are optimistic that we will be approved. Pfizer has modified their original application to the FDA to change the original specifications for freezers keeping the vaccines at sub-subzero temperatures. CC Young is now sourcing freezers so that we can continue vaccines for new residents and new employees.

As if navigating COVID-19 this last year was not enough for our residents, families and staff to bear, Texas survived a winter storm last week that pushed us all to the brink. We experienced rolling power outages, broken pipes, canceled food truck deliveries, and staffing challenges. We provided housing and food for 65-75 employees nightly in addition to the evening and night staff, from Sunday, February 14, to noon Friday, February 19. Our Maintenance Team remained on campus through last weekend to assure quick response to any campus needs.

Although crisis of any sort on our campus usually generates an "All Hands on Deck" approach, a portion of our staff chose not to report to work during the early part of the week. This was highly disappointing to me personally, but more than that, it put a tremendous strain on the rest of our employees to maintain resident care and campus operations. The team that was present did an outstanding job and pulled together while maintaining campus operations, serving all meals to residents in their homes and making sure residents were screened and cared for multiple times daily. Managing the week was exhausting for all.

Even so, we made it through and we have reason for optimism. Due to the nearly 100% vaccination rate of our residents, the fact that vaccine distribution is expanding via more outlets, and COVID-19 cases are starting to decline, the time has come to adapt and amend our protocols. Our team is revising Phase I of a strategic and





careful rollback of current protocols that will be implemented Monday, March 8. March 8 is 2 weeks after our last vaccine clinic so the vaccine will be at 95% efficacy for all those participants at that time.

Generally speaking, the changes will be removing quarantine criteria for vaccinated residents, adding more flexible guidelines for visitation, allowing deliveries on campus, resuming many of our traditional CCY transportation outings, and gradually allowing more visitors in The Point for larger groups to gather with extended hours. Provided Phase I goes as planned, Phase II will follow with additional rollbacks. See the complete list of revised protocols **HERE**.

In addition to these changes for our staff and residents, I'm happy to report some encouraging news about new sales and new leads. We have been handcuffed these past months due to the fact that we could not provide tours for new prospects. Our natural attrition combined with the state mandated restrictions preventing visitors on campus has resulted in a lower census than it has ever been during my tenure which is not sustainable from a business perspective. With a rollback of COVID-19 protocols and some modifications on tours with new prospects, we are seeing tremendous new interest in CC Young. In the last 3-4 weeks, we have sales and move-ins as follows: 5 Overlook, 4 Asbury, 4 Assisted Living/Vista 3 and 9, 6 Assisted Living Hillside, and we have at Wait List for Memory Support. Additionally, admissions are up for Skilled Nursing and we anticipate a record month even with last week's snow storm. And, we continue pre-sales for The Terraces with robust participation. This is all information to be celebrated!

All things said, I am encouraged and even excited about the future. I am grateful for our journey and even more grateful we can see the light at the end of the tunnel. It has been a difficult year – beyond difficult. And yet, through it all, you have continued your support of our CC Young team. For that we will be eternally grateful.

Thank you,

Russell Crews
President and CEO