



February 26, 2021

Dear Valued Employee,

We have shared with you many times in many ways that the Centers for Disease Control and Prevention (“CDC”) recommends healthcare personnel (like you) be among those offered the first doses of COVID-19 vaccines. We agree with the CDC that for your safety and the safety of our residents whom you care for (no matter what specific role you perform, together we care for our residents), you should receive the COVID-19 vaccine before others get the chance.

Through clinical trials, these vaccines have been proven to be extremely safe and effective at preventing illness caused by COVID-19. For some, the disease COVID-19 causes permanent damage, even death.

For your own personal reasons, up to now you have chosen to not take the free vaccine opportunity that will provide you protection against this devastating disease. Therefore, we are taking this unprecedented step to send you a personal notice, and to document this final plea - the most convenient way to receive your vaccine is on the job at Hillcrest Durham March 1; **sign up with us NOW by telling your supervisor you’re ready take the COVID-19 vaccine.**

If you continue to fail to vaccinate it puts us in a precarious situation. Because healthcare workers receiving the vaccine is considered critical to the **success in preventing COVID-19 disease**, we must act accordingly. As you are aware, we have begun testing unvaccinated staff more often in case you have become infected. That is not enough. Testing merely captures a snapshot in time that may not indicate infection; you should never consider testing a guarantee you have not been infected.

Vaccinated staff are simply better protected at not catching COVID-19 from any source - out in the community, or from others, especially new residents who have been in our building less than 14 days. So, we have begun restricting unvaccinated employees from entering new admission quarantine areas. While the re-staffing has yet to pose an undue hardship on our operations and your continued employment, we do foresee a time when residents may refuse care from unvaccinated staff. If that becomes the case, we may not be able to offer you a regular and complete schedule until either you get vaccinated, or until the national pandemic ends, which the current administration predicts may not be until the end of 2021.

Please weigh any hesitation concerns against all the positives of getting vaccinated. We trust you will decide the facts and details discussed here help convince you that your best course of action is to **take the vaccine Monday**. Begin that process - **let your supervisor know NOW you are ready.**

Sincerely,

Ted Smith, CEO