

July 9, 2021

Dear Beatitudes Strong Team,

The dog days of summer are here, and things are heating up at Beatitudes Campus. We are allocating our time, attention and resources across the competing demands of managing today's operational imperatives and tomorrow's possibilities. It's a tall order, but one that we all embrace. We see this time as an opportunity to build on our accomplishments as we reimagine how the campus works and how we can innovate for the future.

Next week, we are having a two-day Board of Directors/Leadership retreat to begin building the campus strategic plan for the next three years. When completed, this plan will be the lens that guides the campus and future projects. It will act as a roadmap for all of us to work toward common goals. The retreat will be facilitated by Sawgrass Partners, a firm that specializes in all aspects of senior living. Beatitudes Campus has been working with Sawgrass for more than six years; they conducted our financial feasibility studies for our redevelopment. I am incredibly grateful to the Board of Directors and Leadership team for giving the campus this dedicated time as we shape the future for the campus and focus on the residents we serve and will be serving in the future. I look forward to sharing more about the strategic plan as it develops.

Meanwhile, as we develop a cohesive strategy for the future, we are also concentrating on the present operations, particularly on occupancy. Our approach is three-fold – evaluate current occupancy opportunities, develop advertising, event and digital strategies around them and continue to assess our primary as well as secondary market area competitors. We have been conducting extensive comparative analyses on other Arizona senior living communities and the relationship to best practices across the United States. We are completing our five-year First/Best Impressions project to enhance the campus environment, with an eye to our commitment to continuous improvement.

We are also concentrating on putting an end to the pandemic by concentrating on the most effective way to protect our community – getting as many people as possible immunized against COVID-19. After our vaccination clinics on the campus, we have put much effort into vaccine education – separating the misinformation about the vaccines from the science of the vaccine. We continue to offer mandatory vaccine information sessions for all staff, whether vaccinated or not. By the end of next week, we will have offered 58 classes to all of our staff. And it's paying off! We now have 70% of our staff who are vaccinated. We are grateful that we are protecting the campus, and helping to protect the community at large, which is still substantially at risk with only 46% of eligible individuals in Maricopa County receiving at least one dose of the vaccine. In our zip code of 85021, only 41.6% of individuals have had at least one dose of the vaccine.

Beatitudes remains free of COVID-19. In Arizona, there were 921 reported new COVID-19 cases today, the most for a day in the past two months. Of the recent cases in Arizona, 95% of them were found in people who were not fully vaccinated. It's up to us to stop the spread and get vaccinated.

Our residents and staff created a video called, "Why a Vaccine for COVID-19." It features real people – residents and staff – talking from the heart about the vaccine. You can watch it at <https://youtu.be/2H5oD07Bea8>.

We are Beatitudes Strong!

Stay safe and cool.

My best,



Michelle Just, President and CEO

