

February 11, 2022

Dear Beatitudes Community,

Twenty-six months ago in December 2019, I wrote my first letter to you about the mission, vision and values of Beatitudes Campus and how the leadership team and I pledged to keep the campus strong for the future and honor and empower every individual – residents, families and staff. I promised to keep you apprised about the work we were doing. Two months after that first letter, the pandemic entered our world. As we have said so many times before in these letters, we had to adapt and change our priorities about the subject of these letters to focus on safety and our ever-changing environment at the campus.

Now, 182 letters later, I am pleased to be able to expand on my pledge and let you know about the hard work we have been doing that isn't related to the pandemic. Since the summer of 2021, the leadership team and I have been working with Sawgrass Partners, our consultant group, and the campus Board of Directors to create the Strategic Plan for Beatitudes Campus. We have sharpened and clarified our mission, vision and core values and developed our long-term strategic pillars and goals and our key strategic initiatives. In the coming weeks and months, I am excited to be able to share with you our comprehensive plan in more complete detail. Below is a high-level summary of our strategic pillars. Each pillar was designed to reflect our mission and values and move us toward our vision. We identified opportunities for growth and innovation while keeping in mind the necessity of financial sustainability.

Pillar One – Facilities and Information Technology

Pillar Two – Workforce Development

Pillar Three – Community Culture

Pillar Four – Financial

Within these strategic pillars, we are identifying implementation teams and are continuing to develop the details necessary for successful execution of the plan. It has been a very intense time, particularly for our leadership team as they are juggling the pandemic, emerging from the pandemic and looking forward. Their dedication, collaboration and alignment to a common vision is truly inspiring.

As many of you know, Rod Bailey, who led our Sales and Marketing team, resigned from his position to pursue another opportunity. The Sales and Marketing team will continue to thrive and do excellent work. They will report to me in the interim. I am also making several changes on my leadership team. I am conducting a nationwide search for a Chief Operating Officer, who will oversee business operations and policies that promote our culture and vision. Cheryl Knupp will be vice president of Human Resources and Risk Management. David Ragan will be vice president of Resident Services, overseeing all residents throughout our continuum as well as Health Services on a temporary basis. Allen Bloch will

continue as CFO and will oversee Facilities and Information Technology temporarily. Mitch Bradshaw will serve as vice president of Facilities and Redevelopment and Barbara Wood will serve as vice president of development and communications/PR. Peggy Roberts will serve as vice president of Spiritual Life and Valerie Cantrell will continue as my Executive Assistant. Although titles and responsibilities have changed a bit, please know that this excellent team has strategic focus, critical

Now, I must pivot in this letter to the immediate concerns of the campus – the pandemic. Just as fast as the omicron variant spiked, we are grateful that it is falling. We actually have hope again! For the near future, until the variant is more under control in Maricopa County (we are still in a high transmission area), we will be requiring N95 or KN95 or KF94 masking at all times, symptom checking on arrival at the campus and regular COVID-19 testing for staff. This week, we have 5 active cases involving staff and contractors as well as 4 residents. All cases appear to have mild or no symptoms.

I want to thank all of you for your trust and inspiration. Your unrelenting support inspires all of us to do our best.

My best,



Michelle Just, President and CEO

