

April 10, 2020

Over the last several weeks, the Coronavirus has impacted us all. It has disrupted the daily routines of not only all of you and your families, but everyone we serve and millions of others across the world.

I, alongside all the other HealthPRO® Heritage senior leaders, will continue to run our organization in the only way we know – living our Higher Calling putting our employees, patients, and customers first. As your senior leadership team of the 13,000+ professionals we employ, we feel an immense obligation to all of you to continue to manage our company to protect you, your families, and all those we serve. We take great pride in the successes we have achieved over the years, and expect the next decade to be no different. Our experienced, senior leadership team (many of us who have been leading our company for over a decade) have met with numerous challenges, with payment reform being our most recent success. COVID-19 is our greatest challenge yet, and we are again determined and confident we will win.

You are likely aware that many of our customers are experiencing reduced admission volumes as referrals and new move-ins are temporarily limited. In turn, this is impacting therapy utilization in many communities. As a result, we feel it is important to make you aware of some necessary changes that have been recently implemented. Since early March, we have taken steps to aggressively manage costs at the corporate level: all travel has been grounded, a hiring freeze has been implemented, hours of work have been reduced, and all senior leaders have taken a significant wage reduction. In addition, all of your corporate support teams have contributed cost savings either through temporary reduction in hours or wage reductions.

By taking these steps to weather the storm, we are determined to not impact you, as the professionals who provide the hands-on services to our most vulnerable population. We applaud your efforts for being there during a moment in time when the work you're doing is most critical. Know we are not alone in being grateful for the important work you are doing – it is evident in the feedback we are hearing on social media,



and from our customers and coworkers, not to mention in the cheering every evening in most of our major cities -- applauding all of you, our front-line caregivers and heroes!

Please know that our focus is on the safety of all of you and those we serve. We have a team of people working around the clock securing personal protective equipment (PPE) from both foreign and domestic suppliers. In addition, we are assisting many of our customers with securing PPE. Our COVID-19 Taskforce continues to monitor all regulatory agency guideline changes, including those from the CDC and CMS, which may affect employees and customers. As always, we will quickly decipher new information and guidance, provide policy updates, give support, and breakdown barriers.

Our company provides services in 45 states. Over the weeks and months ahead, it is almost certain we will experience surges and impacts at different times and levels across our geographies. While it is unclear how long it will be until things are back to some semblance of normal, know we are preparing for the long haul. We are so proud and appreciative of the incredible work you are doing; it gives us great confidence in our ability to overcome this challenge. Please continue to take care of yourselves and families. Together, we will get through this – of that I am confident.

Best regards,

James W. Rogerson

Chief Operating Officer