



April 10, 2020

Dear Residents –

On Wednesday, I wrote to all residents and shared two updated protocols. One was a protocol about residents going off our campuses, and the other was about deliveries to residents. Our Infection Precaution and Planning Core Team had made these decisions just hours before I wrote you. Three facts confronted us that morning:

1. In spite of multiple organization-wide communications and individual one-to-one conversations urging residents to stay on campus, some residents were still leaving our campuses for non-urgent and non-medical reasons.
2. These actions were putting those residents at risk, and putting their fellow residents and our staff at risk should those residents have become exposed to COVID-19 while off campus.
3. Health authorities indicated that the timeline was accelerating for COVID-19 to reach its peak in our region, and instead of reaching its peak in early May, the peak period could begin as early as April 16-17. That is next week.

We communicated our response quickly, because we wanted you to know the immediate consequences of going off campus for non-urgent and non-medical reasons. We also felt responsible to provide your loved ones with advance notice of our new delivery protocol so that they could adjust their schedules for delivering essential items to you.

In retrospect, we should have added a few more sentences to the letter to let you know that we were working out further details and would communicate those details and the rationales for our decisions with the weekly Resident Infection Precaution Update distributed every Friday.

Since we established our Infection Precaution and Planning efforts around the coronavirus in late February, we have based every decision on guidance from these seven sources:

1. Guidance from the Centers for Disease Control (CDC)

2. Guidance from the Virginia Department of Health
3. Guidance from our local health departments – the Alexandria Health Department and the Fairfax County Health Department
4. Case studies and research in the U.S. and abroad on COVID-19 and infection precautions
5. Guidance from Dr. Mariatu Koroma-Nelson, the Goodwin House Medical Director who is a physician with the Virginia Hospital Center
6. The expertise and experience of the staff leaders who are on our Infection Precaution and Planning Core Team
7. Our most respected peers in senior living across the United States that have already faced COVID-19 cases and generously shared their learnings

Every protocol we've adopted was the result of a full team discussion and based on not just one but multiple sources of guidance.

The majority of input we have received from residents, staff and family members has been overwhelmingly supportive of our most recent protocols. We also have received thoughtful questions about those protocols. We are grateful for the opportunity to respond to them in the attached Q&A.

As mentioned earlier in this letter, the next two weeks are projected to be the apex of COVID-19 in our region. It will be painful and difficult to read headlines about the loss of lives around us. We are already working with our Chaplains, Social Work teams and Clinical Pastoral Education Director to prepare resources and webinars to help us all process this loss, grieve and support one another in staying healthy and safe. As our President and CEO Rob Liebreich said in his video message to the Goodwin House Family this week, we are stronger together.

I am profoundly grateful for your resilience, support of our infection precaution efforts and commitment to the Goodwin House family. We are, indeed, stronger together.

Linda L. Lateana
Chief Operating Officer