

December 31, 2020

To Whom It May Concern:

Senior Living Properties operates in a similar fashion as most LTC companies. We are group of very hard working, well intentioned people with multiple plates spinning at any given time. As a result, we make it hard on ourselves to really laser in and focus on specific issues for meaningful periods of time. This issue was even more pronounced in 2020 when each Administrator, DON, Regional and Corporate employee was also inundated with the crisis of COVID-19 and tsunami of the personal and professional stress and burden that brought with it.

One of our 2020 Strategic Goals was to improve employee engagement and reduce turnover by 10% in each center. We were excited to start this endeavor with the support of Clint Maun and his team right before the national public health emergency was announced. We debated postponing the entire program for the year but ultimately decided this initiative could not wait and we needed to double down on our intention to appreciate our center team members and prevent people from leaving not only our company but the industry all together.

I was warned that Clint and Cheryl do not relent and do not let the leaders (myself included) slack on the work at hand. Each week they equipped us with meaningful, yet reasonable and important work assignments to build a culture committed to recruiting and retaining HIGH QUALITY employees. They helped track performance while also recognizing and celebrating wins along the way. They were flexible with expectations as the pandemic has required each of us to extend more grace to ourselves and one another.

By the end of our 12-week cycle of support we had netted 80 new employees (new hires – terminations) across 11 centers which made a huge impact on staffing levels and overall morale. Additionally, the company had its highest Employee Trust score on it's annual employee engagement survey; I am certain several of the programs our center "Super Teams" implemented as part of this program played a roll in this improved performance metric. We are also on tract to reduce turnover by more than 10% company-wide.

Clint and his team are an extension of our team and we are so grateful for them.

With gratitude,
Cassie Mistretta

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