

The Pathway to a **New Normal**



“Change is the only constant in life.”
- Heraclitus, Greek philosopher

RECOVER

Life’s recent changes caused by COVID-19 came fast and furious.

They say that with change comes growth, and we at Pathway to Living have grown exponentially in the last few months while fighting *two* epidemics – the clinical COVID-19 pandemic and the potential mental health crisis caused by COVID-inspired isolation among our residents.

The degree to which we have experienced significant success in unprecedented conditions is primarily due to quick and decisive action, a detailed road map and consistent follow-through. As a result, our team is confident and ready to welcome the next big *positive* change – relaxed sheltering. The path to a new normal, while not easy, leads to the renewal of long-awaited freedoms to move about, gather in small groups and, last but not least, visit with family in person once again.

Step-by-step, we are following federal, state and local guidelines, applying all that we have learned in the face of COVID-19 and moving forward carefully and thoughtfully. Having said so, we will continue to monitor compliance, collect data and continuously re-evaluate this position, and we are prepared to revert to prior restrictions or increase further flexibility as the situation warrants.

View our journey as Pathway to Living
“proceeds with caution” and progresses on
the path toward a new normal.



Gearing Up for COVID - A Roadmap to Success

Starting at the end of February, Pathway responded swiftly and proactively to protect the health and safety of its 2,300 residents and 1,200 team members.

Trained and experienced in preparing for and responding to health crises of different magnitudes, the Pathway team created a detailed plan across 20 points of service in five different scenarios for operating in a disciplined manner in the event of a pandemic. This document continues to serve as a roadmap as we manage the COVID-19 situation and includes the following actions.

Access Restrictions – Community access was limited to the front entrance and only to team members, emergency personnel, essential vendors, pre-approved caregivers and family members of residents on hospice. Public events, community tours, respite stays and family visits were suspended.

Health Screenings – At the start of each shift, team members and anyone else entering the community were required to undergo a health screening and temperature check.

Culinary Service – Main and private dining rooms, bistros and bars were closed; meals were delivered room-service style to resident apartments, except for in Memory Support neighborhoods, where dining rooms remained opened with social distancing and plate service rather than family-style meals.

Virtual Visits – While apart, families stayed close to their loved ones with team members assisting with Zoom, Skype and FaceTime virtual visits. Family members made window stopovers and hosted drive-by parades.

Personal Protection – Team members and residents wore (and continue to wear) PPE, including, as appropriate, face masks that cover the nose and mouth, gloves, goggles, gowns, hair nets and shoe coverings. Frequent and diligent hand washing remained standard practice.

Safe VIVA! Programming – To promote good mental health amid a pandemic, team members organized creative social opportunities – from a distance – with themed hallway happy hours, mobile dance parties, sing-alongs and doorway games. They delivered supplies to residents for in-home pursuits like painting, scrap-booking, sewing or accessing online, lifelong learning content.



Active COVID Cases

Despite medical and scientific guidelines, the virus found its way into senior living communities throughout the country.

Fortunately, the roadmap our Pathway team created in late February and early March provided a detailed plan for mindfully and confidently operating in a disciplined manner to minimize the potential negative impact of COVID-19.

Pro-active Testing and Contact Tracing – In early April, Pathway was among the first in the senior living industry to begin COVID-19 testing and contact tracing for residents and team members, putting in place key components to slow the spread of the virus and allow communities to eventually and safely move into the recovery phase. This involved procuring testing equipment from a private lab and forming a new advisory physician partnership.

Virtual Town Hall Meetings – To keep residents' families informed about Pathway's measures for ensuring the health, safety and wellbeing of their loved ones and provide a forum for two-way communication, community leaders hosted *GoToMeetings* and maintained regular communication via email and social media.



Sheltering in Place – Residents "sheltered in place" safely in their homes with meals and snacks delivered, mobile hydration stations and in-home daily healthcare and well-being checks.



Recovery

In accordance with federal, state and local guidelines, and with an abundance of caution and safety measures, Pathway communities start to relax sheltering-in-place protocols and embark on a path to a new normal.

Testing, Testing and More Testing – Team members and residents are regularly tested to give Pathway the information and evidence needed to continue safely moving forward. New team members and residents must have a negative COVID-19 test before entering a community. Prior to move in, residents are tested twice and then upon move in, must isolate for 7 to 14 days until they receive a third negative test result.

Ongoing Infection Control – Pathway's team continues wearing PPE, changing into clean scrubs at the start of each shift, diligently cleaning and disinfecting all common areas and high-touch surfaces at least four times a day, sanitizing with a monthly electrostatic spray, conducting health screenings and at least two temperature checks per shift for team members and per day for residents. They will continue to do so throughout all phases, likely until a vaccine is available, and potentially beyond.



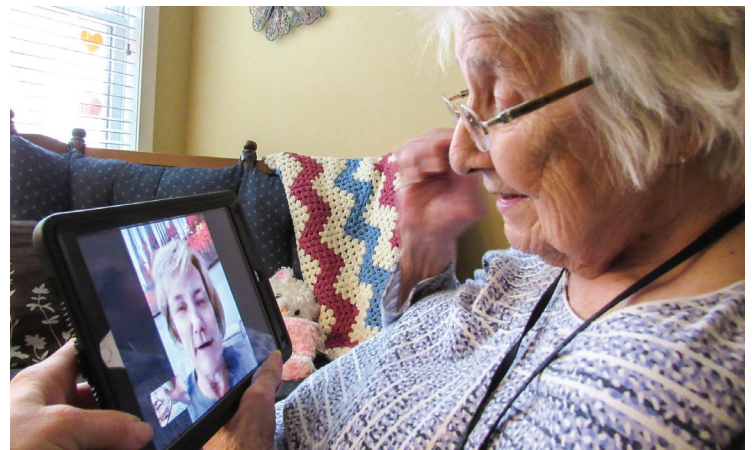
Pathway Pledge – Beyond adhering to strict infection control protocols while on the job, team members remain dedicated to keeping residents and each other safe, so when outside of work, they pledge to:

- Clean,
- Cover and
- Distance.



Re-introducing Services:

- On-site physician and physical and occupational therapist visits resume with Telehealth as an option.
- Fitness centers reopen by appointment with one or two exercisers at a time, wearing face coverings and social distancing at least six feet apart, with the room and equipment sanitized between users.
- Essential health care workers such as home health and hospice professionals, podiatrists and dentists may visit while following safety protocols such as ongoing testing, health screenings, temperature checks and changing into clean clothing upon entering the building.
- Salons reopen by appointment with masks and social distancing required and sanitizing between clients.



Ongoing Virtual Visits – Relatives can schedule on-line visits using FaceTime, Zoom, Skype or other platforms through the concierge or directly with the resident.



Recovery



Re-imagined VIVA! Programming – Small group VIVA! programming and exercise classes resume indoors with resident gatherings of 10 or less and participants wearing masks and practicing social distancing. Larger outdoor programs and entertainment return based on the ability to space participants at least six feet apart. By popular demand, hallway happy hours, sing-alongs and exercise classes continue as does online education and entertainment.

Recovery Culinary Plan – Main dining rooms begin to reopen with fewer tables spaced further apart, use of alternate dining venues, staggered dining times by reservation only, continued room service, grab-and-go options and ongoing infection control measures.



Proceeding with Caution... and Courage

As Pathway moves forward in these unprecedented times, we are pro-actively planning how to overcome future challenges, so that – whatever changes may come – our residents can continue to live full, enriched lives.



Re-welcoming Visitors – Family and friends can now make appointments to visit with residents outdoors in comfortable patio, porch and lawn spaces for a limited time while practicing social distancing and wearing face coverings. In accordance with local ordinances, established protocols and PPE requirements, indoor visits may take place during inclement weather or when outdoor space is unavailable.



Stronger Community Bonds – Local first responders, students, business and political leaders, care partners and others show ongoing support for residents and team members with parades, cards and letters and donated meals and gifts. In doing so, they bolster morale and create new and lasting friendships.



While navigating change, Pathway's unwavering belief that a vibrant, meaningful and purpose-filled VIVA! Lifestyle is achievable at any age, and among the most difficult of circumstances, persists.



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