



Re-Opening Orchard Ridge: A Philosophy and Framework

Thesis: It is much more complicated to reopen a service or program than it is to shut one down.

We know, as all of us have been in conversation with residents, that many are wanting to have the services and programs opened sooner than later, with minimum restrictions. Other residents are fearful of reopening, and no matter how many reassurances are offered, they will wonder if Orchard Ridge leadership has thought of that one scenario that causes their anxiety. Realizing that no reopening plan will please 100% of residents, the Re-Opening Team would like to present the following philosophy for our reopening efforts:

During this COVID-19 crisis, we continue to be driven and guided by our mission to “honor, inspire and support choice and opportunity in partnership with older adults.” As we develop a reopening plan for in-person services and programs offered as part of our Orchard Ridge community, our We CARE values and guiding principles continue to drive our decisions and our direction. We will continually weigh the risks versus benefits of restrictions as we balance the **safety** and well-being of our residents with the need for connections and engagement. The plan that is developed will be gradual and in stages, **cautious** and **efficient**, and follow expert guidance and scientific **data**. The plan will include differentiated standards throughout the Orchard Ridge community based on the needs of individuals and distinct populations.

We CARE Culture and Values:

- **Create smiles:** positivity, patience, gratitude and appreciation
- **Attend to details:** growth as a process, knowledge and transparency
- **Respect everyone:** collaboration, compassion, dignity, kindness, fairness and forgiveness
- **Embody excellence:** accountability, integrity and perseverance

NLCS Guiding Principles:

We believe **SERVICE** is our highest calling.

We believe **RESPECT & PROFESSIONALISM** are the least we can do.

We believe **COMMUNICATION** is the best tool for our team.

We believe **TIME & RESOURCES** are our greatest challenge.

We believe **CONFLICT** is necessary for our success.

In addition to our We CARE and NLCS Guiding Principles, we believe that our work on a comprehensive re-opening involves four essential words:

- 1. Caution:** This is the attitude that allows us to be deliberate and thorough in developing our plans. This word invites us to look at each of the services and programs we offer and the processes each involves and ask if they need to be imagined in new ways. This word invites us to not rush a plan for the expediency of an imagined date on the calendar, but instead produces the attitude of taking the time to get it right.
- 2. Efficiency:** We cannot go back to providing programs and services in the same ways that we did prior to COVID-19. We are encouraged to think about new ways and processes that allocate and deploy our departmental resources in the most efficient manner as possible, while maintaining safety.
- 3. Safety:** The safety of our residents, team members and other stake holders (vendors, family members, etc.) is of utmost importance. How will departments clean and disinfect? What personal protective equipment (PPE) is still needed for team members to perform their essential functions while opening up the campus? How will we document that residents and team members are following our safety guidelines?
- 4. Data:** The Re-Opening Team strongly believes in gathering information and data and following advice from Centers for Disease Control and Prevention (CDC), Centers for Medicare & Medicaid Services (CMS), governor's office, Department of Health (local and state), etc. All department leaders and coaches are encouraged to also gather data that drives the important decisions that need to be made along the way and to share lessons learned with residents, team members and other departments. We don't want to leave this important work to "best guesses." How will we know to move to the next phase of re-opening? What data will we collect? How will we communicate the message the data is telling us to residents, team members and stake holders?

Because we have a duty to protect the health and wellbeing of each other and guard against consequences that could be severe if we don't plan and act appropriately, we implore all of those who reside and work at Orchard Ridge to consider this philosophy as a guiding force in the creation of a deliberate and methodical reopening plan, and to commit to adherence to the principles contained within as services and programs within department areas are structured for reopening.

Criteria to determine if Reopening Strategies are Effective and Movement to Next Phase:

1. The severity and volume of new cases at Orchard Ridge and within our locale.
2. Resident and team member adherence to shared/personal responsibilities and protocols.

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