

TO: PMMA Residents, Family Members and Visitors  
FROM: Bruce H. Shogren, President/CEO  
CC: PMMA Board of Trustees, PMMA Senior Leadership  
RE: COVID-19 Update – **“STAY THE COURSE”** – *Steer toward the North Star*  
DATE: May 15, 2020

---

*“The function of an ideal is not to be realized but, like that of the North Star, to serve as a guiding point.”*  
*Edward Abbey*

A year ago, if anyone asked me, “If PMMA was hit with a viral pandemic, would PMMA communities essentially close their doors to new admissions, family members and visitors for at least two months?” My answer would have been, “Never in a thousand years.” My answer seems shortsighted now, but I never had the experience of living through a pandemic of the magnitude of COVID-19.

Today, as we complete two months of living in the pandemic environment, I am writing my sixth letter to you, with a glimmer of hope that we will soon receive new guidelines from the Centers for Medicare and Medicaid (CMS) for the re-opening of nursing homes including Continuum Care Retirement Communities. Like the states, CMS is most likely to recommend a “phased re-opening” approach. As we get this new guidance from CMS, we will keep you informed. In addition, as we did during our **“Stay the Course”**, we will manage the re-opening phases in the same cautious and caring manner to ensure our residents’ health and safety remain our first priority.

I started this letter with the phrase **“Steer toward the North Star”** to set the stage in preparation for our re-opening. The PMMA communities would not be COVID-free at this point in time, if we did not commit to **“Staying the Course.”** It took all of us – residents, families and staff members - to work together to obtain these results. Again, we will not waver from the ideal of *doing the right thing and keeping our residents and staff safe and healthy.*

It appears in the next few weeks or months, PMMA will have a destination to reach and again we will use our extraordinary staff members to chart the course. I cannot tell you how **proud the leadership of PMMA is of all our employees** in keeping our residents safe and the COVID-19 virus at bay. **Their efforts and sacrifice are heroic.** Please join me in thanking them when you are able to see them again or send them notes of appreciation now.

With this past Tuesday being International Nurses Day, I especially would like to personally thank all of the PMMA Nursing Staff for the care they have and continue to give to our residents. All of the PMMA staff truly do live PMMA’s Mission of **“Providing quality senior services guided by Christian values.”**

PMMA is fortunate in that we continue to be blessed with dedicated employees, wonderful residents and understanding families. It has been difficult these past two months, but, from here, I can finally see the North Star’s glimmer.

*Your word is a lamp to my feet, and a light to my path*  
Psalm 119:105

God’s Blessings,



Bruce H. Shogren  
President/CEO