

# **EXHIBIT D**



**!** HCR MANORCARE STATEMENT REGARDING COVID-19



The safety and well-being of our residents, patients, employees and visitors is our priority. During this period of heightened awareness, we are taking additional precautions. [Click here for more information.](#)

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## Providing You With Specialized Memory Care

We recognize every individual's physical, mental and social needs and provide a secure environment that fosters independence for as long as possible. Walking paths, visual cues and home-like amenities invoke a sense of freedom and independence.

[Find a Location](#)

# Find A Location Near You

Enter Address or Zip 

Within 30 miles 

Search

# Want To Speak To A Memory Care Specialist?

(888) 478-2410

Monday through Friday from 9:00am–5:30pm EST  
Saturday and Sunday from 9:00am–2:00pm EST

## Memory Care Is All We Do

Staffed by specially trained caregivers, Arden Courts cares for individuals diagnosed with Alzheimer's disease and related dementias. Our communities feature friendly common spaces, an inviting kitchen and family rooms and walking paths within enclosed courtyards, all designed for the safety and comfort of our residents.

Services

Design

Programming

Dementia Types

### What Makes Arden Courts Special



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# Our Family Of Care Services

While you may be looking for specialized memory care now, explore our family of care options to see how we can help you or a loved one through our comprehensive approach.

## SKILLED NURSING & REHABILITATION

Heartland & ManorCare centers treat a wide range of patients transitioning from hospital to home.

[Find a Location](#)

## MEMORY CARE

Arden Courts® provides specialized memory care in a safe and nurturing environment.

[Find a Location](#)

## ASSISTED & INDEPENDENT LIVING

Independent living enhanced through wellness programs, activities, socialization and care services.

[Find a Location](#)

## HOME HEALTH CARE

Heartland proudly provides health care wherever a patient calls home.

[Find a Location](#)

## HOSPICE CARE

Heartland provides hospice care wherever a patient finds the greatest comfort.

[Find a Location](#)

## PALLIATIVE CARE

Advanced Disease Management for patients experiencing chronic or serious medical conditions.

[Find a Location](#)

## CAREFINDER

Still not sure which setting is right for you? Try our Carefinder.

[Launch Carefinder](#)

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## Looking For More Information?

Visit Our Health & Wellness Resources Page

[Learn More](#)

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## About Us

At HCR ManorCare, a not-for-profit, mission-based provider and part of the ProMedica Health System, we care for people nationwide but a single principle within Our Vision binds them together—we are dedicated to providing the highest quality health care services. We research, evaluate, train and implement the care programs that work toward the highest practicable level of well-being for our patients and residents. The footprint may be large, 27 states across the U.S., but instilling our proven care principles and protocols is just as broad in carrying out our commitment to quality.

[Learn More About HCR ManorCare](#)

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## Join Our Team

Every team member makes a difference at HCR ManorCare. Late nights. Early mornings. Our results don't always conform to a set schedule. The lives we touch, the change we inspire, the independence we create—our work is just as critical as the ER. And it all begins with our patients in mind.

[View Our Careers Site](#)

[STAY IN TOUCH](#)

[HELPFUL RESOURCES](#)

[OUR FAMILY OF CARE SERVICES](#)

[NON-DISCRIMINATION POLICY](#)

*HCR ManorCare complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, sex, and protected veteran status.*

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[AFFORDABLE CARE ACT NON-DISCRIMINATION NOTICE FOR EMPLOYEES](#)

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## MEMORY CARE Services

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### Customized Care & Services

We recognize residents have their own individual routines and interests, capabilities and needs. We set out to accommodate their individuality beginning with an assessment by one of our professional staff members. Working with you, we develop an individualized service plan which is regularly adjusted to meet any changes in your loved one's routine or condition.

Customized services include:

- Health
- Behavioral
- Recreational
- Social
- Personal Care
- Dietary
- Respite



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#### CHOOSING A MEMORY CARE FACILITY?

When looking for memory care for your loved one, learn how to look at the communities through the eyes of the individual living with memory loss.

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#### BALANCING YOUR NEEDS AND YOUR LOVED ONE'S DEMENTIA NEEDS

Read how caring for your needs this holiday season are just as important as caring for your loved one living with Alzheimer's or related dementias.

[Read More](#)

[Read More](#)

# Find A Community

Search for a community near you to learn more about our available services.

*Enter Address or Zipcode*



*Within 30 miles*



Search

[STAY IN TOUCH](#)

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ManorCare





Focused on our patients' health care

*journey*

Patients and residents are assured  
that we are there with them,  
focused on doing our best.



**Our patients and residents are on a journey, and we are there with them every step of the way.** For most, it's along a path to return as quickly as possible to where they call home, stronger and better able to again go about their daily lives. For others, they will find that the right solution is the welcoming and home-like environment of our centers. For still others, they want the comfort our caregivers can provide in crossing the final stages of their journey. Wherever they are in their health care journey, patients and residents are assured that we are there with them, focused on doing our best to provide the care and caring that result in quality health care services.

This report gives readers a snapshot of our patient-focused health care services and the dedicated men and women who have made serving our patients and residents their life's work. Readers can learn much more of our quality story online at [hcr-manorcare.com/quality](https://hcr-manorcare.com/quality). The information on our website expands on what is contained here, shares words of appreciation from those we've served, provides statistical support, offers helpful information on a wide variety of health care topics, helps those looking for care through their decision process, and covers a wide variety of other topics for those wishing to learn more about who we are and our commitment to quality health care.



# Our Reach

Our quality care focus spans the nation. We research, evaluate, train, implement and in-service the care programs that work toward the highest practicable level of well-being for our patients and residents.

The map below shows HCR ManorCare Skilled Nursing, Assisted Living, Home Health Care, Hospice and Outpatient Rehabilitation locations.

## 50,000+

Helpful, Caring and Responsive Employees

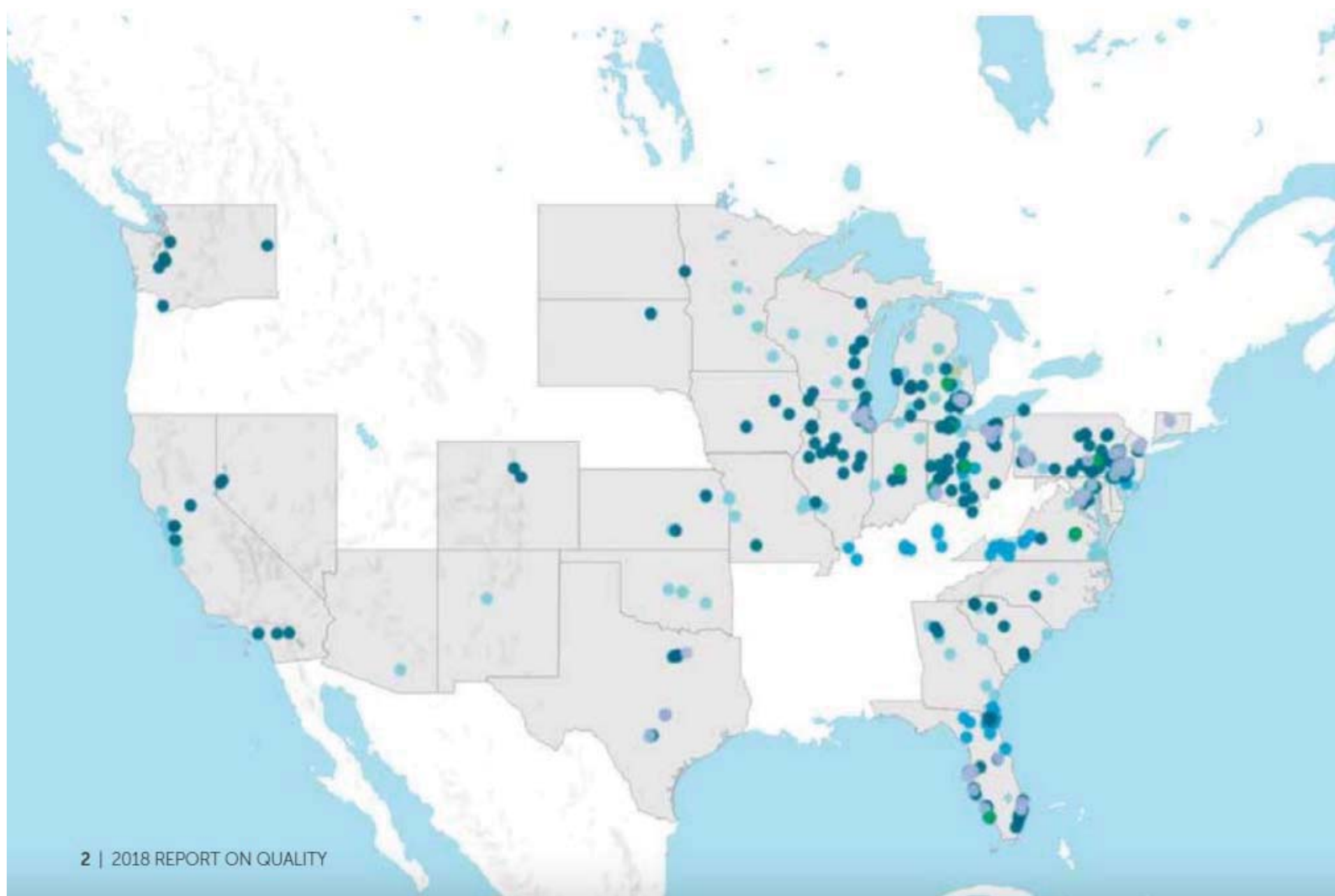
Nearly

## 200,000

Patients and Residents Admitted Annually

## 290

Nurse Practitioners Providing Support





# 237

## SKILLED NURSING AND REHABILITATION CENTERS

Providing care primarily under the respected Heartland and ManorCare Health Services names.



# 109

## HOSPICE AND HOME HEALTH CARE AGENCIES

Positioning us as the third largest provider of end-of-life care through Heartland Hospice Services and a leading provider of home health care, also under the Heartland name.



# 59

## ASSISTED LIVING LOCATIONS

Distinguished as a leading provider of care for those in the various stages of dementia through our Arden Courts memory care communities and in many of our skilled nursing centers.



# 52

## OUTPATIENT REHAB CLINICS

Providing outpatient rehabilitation in a variety of settings, primarily under the Heartland name.





# Our Commitment

At HCR ManorCare, we provide experiences, training and education for employees to help them provide high-quality care, enhance their job satisfaction and assist their growth into more responsible positions.

Our commitment to quality has led to long-tenured employees.

MORE THAN  
**10,500** > **10** YEARS  
employees or more of service

OVER  
**2,600** > **20** YEARS  
employees or more of service

NEARLY  
**550** > **30** YEARS  
employees or more of service

**51** > **40** YEARS  
employees or more of service

For nearly 30 years, our Circle of Care program has welcomed employees into a culture that promotes helpful, caring and responsive quality care. The program provides employees with tools to help them with their caregiving, helps prepare them for the myriad situations that come up in their workday, and encourages them to feel good about themselves and the career they have chosen.



The program has three facets:

**Circle of Care for Employees** defines the helpful, caring and responsive service expectations and is a program that is taken by all employees, usually during their general orientation when they join the company.

**Circle of Care for Managers** is a requirement for all supervisors and managers. The program teaches managers how to create and sustain a caring service culture by training, coaching and holding employees accountable.

**Circle of Care for Leaders** is designed for all new administrative and clinical leaders and serves as part of their job orientation. The leaders are taught how to build and sustain the Circle of Care culture for our customers and employees.



# Our People

Each of our employees plays an integral role in the caring services we are able to provide patients and residents. Whether it is our employees providing direct care or those who support their efforts, each is a vital part of our focus. The commitment of our frontline caregivers is especially commendable. Day in and day out, they make the biggest difference in what our patients and residents experience along their health care journey. Around the country, these employees are regularly honored by patients, residents, family members and fellow employees for the care and caring they provide. HCR has taken the recognition a step higher in launching a program that on a quarterly basis honors a Champion of Caring for each of our operating divisions, leading to the naming of an HCR ManorCare Champion of Caring for the quarter, a national champion chosen from among our 50,000 employees across all service lines.

The first five employees honored as HCR ManorCare Champions of Caring are briefly profiled here. A more extensive introduction to these amazing employees, including a video of each, can be found on our website [hcr-manorcare.com](http://hcr-manorcare.com).







**Lorna Downer**  
2017 - 2ND Quarter Champion



**Sonia Rodriguez**  
2017 - 3RD Quarter Champion



**Celeste Billups**  
2017 - 4TH Quarter Champion



**Maria Moors**  
2018 - 1ST Quarter Champion



**Ruben Ganancial**  
2018 - 2ND Quarter Champion

## Lorna Downer, CNA

**ManorCare Health Services – New Providence, New Jersey**

For a remarkable 34 years, Lorna has exemplified our helpful, caring and responsive commitment in providing quality care to our patients and residents. Over her long tenure with our company, coworkers have recognized her dependability, energy and compassion. Patients and families have recognized her positive attitude, ever-present smile, and the sense of security and comfort she affords them. She has served as a stellar role model for the young individuals starting their health care careers and aspiring to be quality caregivers.

## Sonia Rodriguez, Housekeeping Aide

**ManorCare Health Services – Elk Grove Village, Illinois**

Sonia has been a caregiver with us for 21 years. She makes a point of learning patients' names, and they know hers. She takes pride in her work and is a stickler for detail. She instills her strong work ethic in the housekeeping staff she trains, which has led to a remarkable housekeeping team with excellent customer service scores. She has a caring, positive attitude and goes out of her way to make sure patients are safe.

## Celeste Billups, CNA

**Heartland Hospice of Virginia Beach, Virginia**

Celeste joined our Heartland agency in 2006. In the time since, she has been known for her dedication, compassion and genuine work ethic, a work ethic she defines as her autograph, one that is signed with pride and excellence. She is a role model and mentor for the agency's new CNAs, emphasizing giving dignity to patients whose turn it is to receive the blessing of care. She is the 2017 NAHCA Devoted Service Excellence Award honoree, the first hospice CNA so honored.

## Maria Moors, Receptionist

**ManorCare Health Services – Venice, Florida**

With a smile on her face and a smile in her voice, Maria has been her center's first and best impression for all those who enter the center for over 10 years. From the delivery guy to referral sources, she makes people entering feel as if they are part of a family. Her smile and positive energy are even sensed over the phone. Coworkers describe her as vivacious, dependable, energetic and compassionate. Maria takes to memory every patient, family member, staff member and community partner, showing attentiveness well beyond her receptionist duties.

## Ruben Ganancial, LVN Nurse Supervisor

**ManorCare Health Services – Walnut Creek, California**

In Ruben's 14 years with us, he has been a mentor, preceptor and a go-to person for the whole center team. Patients, physicians and families count on Ruben when they visit or call to get up-to-date information, describing him as conscientious, efficient, courteous and cheerful. Returning patients frequently request Ruben's unit in order to be in his care. He leads by example, putting his team members first and always being quick to recognize coworkers' exceptional customer service.



## OUR SERVICES

# Our Services

HCR ManorCare is one of the largest providers of post-acute health care services in the United States. But size isn't what distinguishes our company. It is the outcomes-focused quality care services and the dedicated men and women who provide them. These services fall into a few broad categories.

In 2017, 87 percent of patients in our skilled nursing and rehab centers rated their overall satisfaction with the quality of their rehab as "Excellent" or "Good."

*I am writing to you about my wife, Anna, and her experience as a patient at ManorCare Walnut Creek, California. We have been very pleased with the level of care your center has provided. Her health has significantly improved under your care, and I am very happy that she is finally able to come home. All of your nursing staff and assistants were very attentive and helpful.*





### Skilled Nursing and Post-Hospital Rehabilitation

The health care environment continues to change at a rapid pace. Due to advances in medical technology, as well as rising health care costs, the length of treatment in all health care settings has been dramatically reduced in recent years. Medical conditions that once required a lengthy hospital stay are now being treated in a matter of days. And even the length of post-hospital care and treatment has been reduced in recent years. At HCR ManorCare's Heartland and ManorCare skilled nursing and rehabilitation centers, we specialize in effective and efficient post-acute care that gets patients back to their active lives following a hospital stay. Through the use of specialized medical and rehabilitation technology and equipment, as well as advanced staff training in complex care conditions, the vast majority of our patients return home and back to active lives in a relatively short period of time.

Our capability to achieve superior medical and rehabilitation outcomes was enhanced five years ago with the widespread introduction of our MedBridge post-hospital units in a growing number of our skilled nursing and rehabilitation centers. MedBridge at our Heartland and ManorCare skilled nursing centers are specialized units designed for patients who are transitioning from hospital to home. MedBridge centers have to meet many objective and meaningful standards before earning MedBridge designation. These centers have served more than 200,000 patients, with the majority returning to the community, testifying to the fact that MedBridge is the right choice for patients on their recovery journey.

The foundation of our rehabilitation programs is an experienced interdisciplinary team (IDT) focusing on individual patient needs. The IDT combines the efforts of physical, occupational and speech therapists with nursing, social services, dietary and medical direction from the patient's primary care physician for successful rehabilitation outcomes. Physical therapy is designed to meet the needs of those patients who have lost functional independence as a result of injury or illness. This therapy helps patients regain balance, mobility and walking skills and to recover from painful injuries. Occupational therapy provides therapeutic activities intended to help patients achieve the highest level of independence in daily life. It teaches self-care skills, mobility, toilet training and bathing and also aids in easing emotional and social adjustment. Speech therapy is geared specifically to people with speech, language, cognitive, swallowing and hearing disorders. The speech-language pathologist employs swallowing exercises, maneuvers and compensatory techniques, memory enhancement training, executive



function training and expressive/receptive language training to enhance and restore communication and swallowing capabilities.

A key to our highly successful skilled nursing and rehabilitation protocols is working closely with our hospital referral sources to ensure there is a smooth transition from hospital to our centers so that when patients leave the hospital, they do not return. Reducing the number of people who return to the hospital is a priority for payers, providers, legislators and, especially, patients. The issue centers on improving health care while lowering ever-increasing health care costs. Discharged patients are leaving the hospital much sooner than in the past, so they are more likely to be readmitted to the hospital due to lingering or new medical complications. The cost of these rehospitalizations is prohibitive to the health care system and a target of government agencies looking to remove cost from the system. Just as important, once patients are released from the hospital, they don't want to go back. Referral sources look to providers such as HCR ManorCare that they can depend on and that share the same patient recovery goals. As a company, our rehospitalization rate of 18 percent is well below the national average.



*My husband, Eugene, is a resident at Arden Courts of Wayne, New Jersey. There are not enough words to express my respect and appreciation. They welcomed him with open arms. He is so well cared for by everyone there, and his quality of life is wonderful. Eugene believes the staff are his family. I am so relieved because my husband is safe, happy and loved.*

### Memory Care

HCR ManorCare's Arden Courts memory care communities serve those living with memory loss from Alzheimer's disease and other types of dementias. Memory care is all we do at Arden Courts, and programs have been developed to maximize each resident's remaining skills and abilities to enhance his or her sense of independence and increase self-esteem. Every day, we enrich the lives of 3,000 residents and their families.

For nearly 25 years, Arden Courts has been serving individuals with memory loss. Arden Courts strives daily to create a home-like environment in design and staff approaches that nurture the individuality of memory-impaired individuals and give families peace of mind. Our memory care communities are freestanding communities that enable residents to wander in a protected, secure environment. Fostering a shared relationship with families and staff embodies our philosophy of care and core values.

Arden Courts communities know the emotional commitment and critical decisions that families must manage as dementia progresses and greater loss occurs. Making an informed care decision includes understanding changes, safety risks and determining the right time to choose a protected and safe environment. Waiting until a crisis such as leaving on a stove, wandering away from home, a car accident, setting the microwave on too long and an inability to dial 911 can result in heartbreak and misfortune for the individual with memory loss and for family members seeking to allow independence when what's needed is a protected environment.

We work with our families, individuals presenting in all phases of dementia and professionally trained staff to strive for the goal with our dementia services to provide a safe, supportive and home-like environment that nurtures the individuality of memory-impaired people and gives their families peace of mind.

**In 2017, 93 percent of the families of residents rated their overall satisfaction with Arden Courts communities as "Excellent" or "Good."**







*Heartland took care of my brother, Frederick, in West Reading, Pennsylvania. I just want to say you people are angels sent to us from Heaven. You are the most wonderful people. My family and I are so pleased with the care, concern, compassion and everything shown to us and my brother. I have recommended you to other people, as well. Thank you so much.*

### Hospice Care

Hospice doesn't mean giving up hope. It means comforting care, care that maintains the patient's dignity and respects where he or she is in life's journey. It's not about helping patients die; it's about helping them live, whatever time they have left. Our goal is to create a positive difference every day, to make a personal connection. We emphasize the importance of relationships, and the value of creating memorable moments that enrich life. Our patients' goals become our goals, and we work to support their hopes and expectations. Heartland Hospice is dedicated to providing patients with care wherever they consider home. Whether care is desired in the home a patient has lived in for years, a skilled nursing center or an assisted living facility, caregiving is tailored to fit the patient's and family's unique needs. We understand that a patient's family and friends face challenges along with our patients. We welcome and encourage family participation, because the direct involvement of family and friends can positively impact the caring process.

Heartland's caregivers enrich patients' lives and provide support by developing individualized care plans, setting goals, encouraging personal choices, working together in caregiving decisions and supporting meaningful experiences. Our hospice services integrate holistic principles with palliative disease management, expert pain and symptom control, family education and psychospiritual support for end-of-life care. We also provide the education, counseling and other resources that can help with emotional needs. Care is culturally sensitive, respecting the traditions and heritage that are important to patients and their family members.

Patients with heart failure and other chronic diseases benefit most with care from the entire interdisciplinary group (IDG). This necessitates employing specialized professionals to efficiently guide patient care throughout the episode of the illness. At least four core team members develop and implement the initial plan of care. Each patient is discussed at an IDG meeting every two weeks. The physician's role is essential in providing the medical perspective to develop the plan of care in keeping with the patient's and family's wishes. The physician also collaborates with the other members of the team in developing mutually agreed-upon plans of action.





*I want to make sure that the Heartland Home Care staff in Cleveland, Ohio who visited me are recognized. I received excellent instructions about my prescriptions and when to take them. I am doing my exercises as I was taught, and my doctor is really happy. My blood pressure, sugar, cholesterol and weight are down, and my pain is under control. I am doing well enough to go to the community senior lunches and go walking at the recreation center. I could not be more pleased.*

### Home Care

The caregivers within our Heartland Home Health Care agencies understand that for most people, home is the most comfortable place of all. Especially following a stay in the hospital or a skilled nursing center, having the love and support of family and friends in familiar surroundings can enhance the healing process significantly. Heartland's compassionate caregivers provide health care at home, whether that's the house patients have lived in for years, a temporary family member's home or some other community setting they call home. Heartland's care and services are coordinated and supervised by a registered nurse or therapist, and are focused on enriching patients' lives by helping them restore their independence and once again feel as if they are in control.

### The Heartland Home Health Care Team:

- Provides comprehensive skilled nursing care services including teaching, observation and wound care.
- Provides physical, occupational, and speech and language pathology therapy services to help patients regain strength following surgery, illness or injury, hip or knee replacement, stroke or other disease.

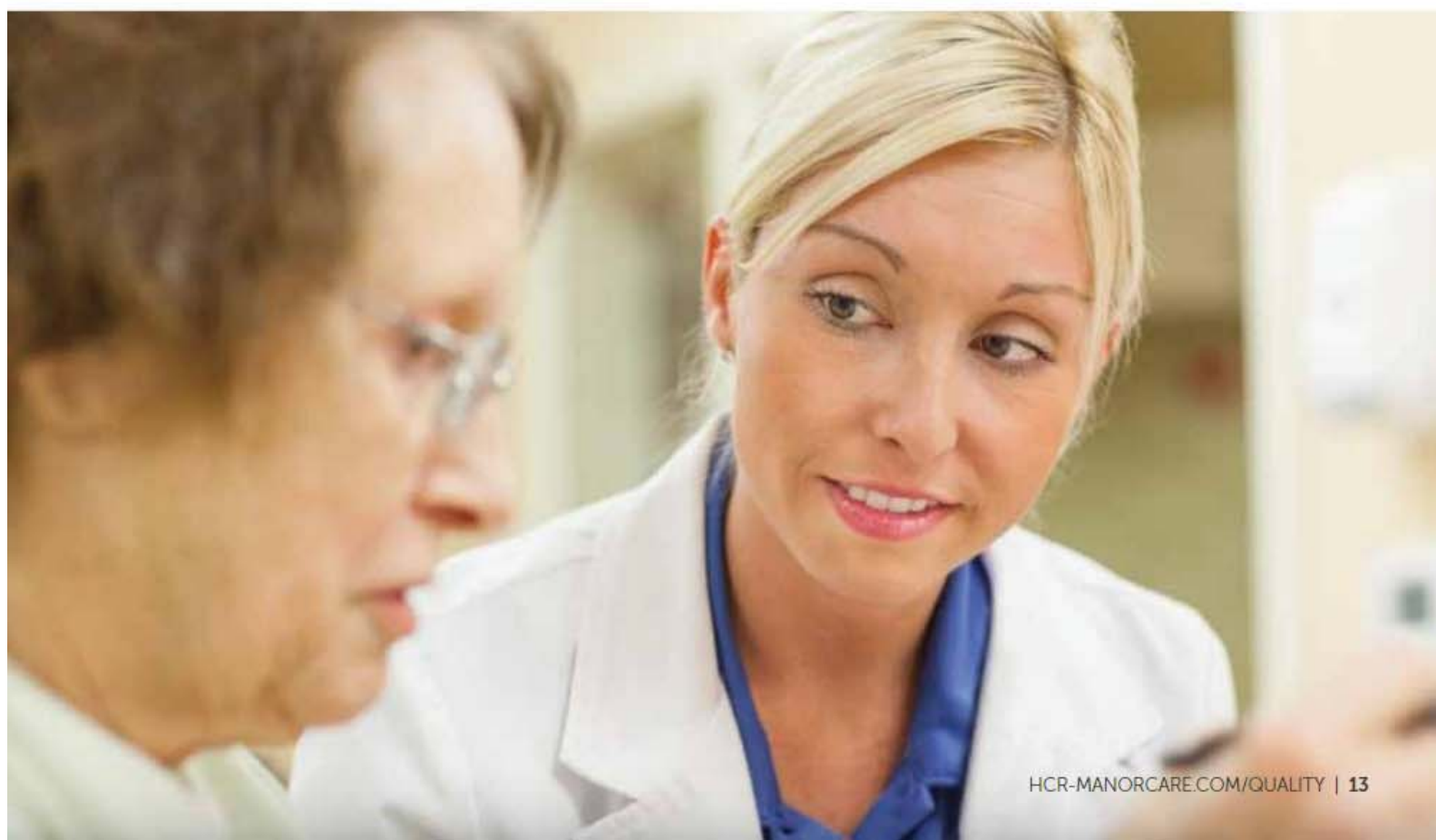
- Helps patients become more independent with activities of daily living (ADLs) such as bathing, dressing, walking, and getting in and out of bed.
- Educates patients, families and caregivers on how to manage heart, pulmonary, Alzheimer's and Parkinson's disease; hip or knee replacement; stroke; diabetes; chronic obstructive pulmonary disease; and many other illnesses and injuries. We have developed a library of comprehensive medical and rehabilitation management programs to serve our patients better.
- Makes patients aware of the best way to manage their medications by keeping them informed about possible side effects, changes in frequency and dosage, and how medications interact with other medications.
- Helps patients face anxiety, fear and feelings of isolation by supporting their efforts to overcome them.
- Assists with transitioning patients to hospice when the need arises.

## ANCILLARY SERVICES

### Advanced Disease Management

Treatment plans for advanced or chronic disease can be complicated and even overwhelming. Our nurse practitioners help coordinate patient treatment, including pain management, emotional health, goal planning and communication, making a difference in the quality of our patients' lives and the lives of their loved ones. Heartland Care Partners is a provider of short- and long-term health care with a particular emphasis on effectively treating medically complex patients. Often-times, chronically ill patients could benefit from a higher level of consultation, management and involvement than they are receiving in their current setting.

Heartland Care Partners has developed an advanced disease management (ADM) program to help meet the advanced medical care needs of our patients with chronic and advanced diseases who require palliative service but who are not quite ready to elect the hospice benefit. Heartland Care Partners employs more than 50 nurse practitioners in the ADM program and serves over 24 markets. The program is the critical link in Heartland Care Partners' ability to offer a full continuum of post-acute care services from our skilled nurse practitioners to our hospice practitioners.









*I want to say how fantastic the staff is at the Heartland Lake City, Florida clinic. I have received physical therapy on six different occasions, and this is by far the best care I've ever received. Every therapist pays close attention to the movements and makes corrections so that I can improve.*

#### **Outpatient Rehabilitation**

Heartland Rehabilitation clinics employ a vast network of resources, state-of-the-art facilities and equipment, and highly trained and licensed therapists. Our clinics offer a wide range of services and have considerable experience treating a wide variety of conditions. We care for patients of all ages in our clinics and focus on recovery and wellness goals. These clinics provide comprehensive services encompassing physical, occupational and speech therapy. This includes traditional orthopedic therapies, sports medicine and aquatic programs. Many of our therapists have specialized training in areas such as geriatrics and neurology and programs for the back, hand and wrist, and treating whiplash.

In addition, therapists are working with employers, especially those in the industrial sector. Therapists perform pre-employment screenings to ensure employers that candidates are capable of performing the job. If an employee is injured on the job, therapists will perform functional capacity evaluations to determine what the employee is capable of doing. Oftentimes, therapists will be contracted to do job site analyses, checking out the job site to point out the risk of injury, such as in jobs that require repetitive motion or considerable lifting. The analysis leads to preventative procedures that can be implemented to minimize injury risk. For some customers, therapists provide rehabilitation on-site to injured employees, which has the advantage of being able to take employees through similar activities to their work responsibilities.



**MileStone Healthcare**

Our MileStone Healthcare arm is a consulting and management firm assisting hospitals, other health care providers and schools. For those establishing new units, MileStone offers the tools, education and support needed for a successful launch. For existing post-acute care programs, MileStone provides the resources and expertise for improved and sustained positive outcomes, both clinically and financially. MileStone has emerged as a leading national provider of post-acute care programs and services, and over the course of more than 20 years has opened and managed over 200 post-acute care programs across the country. It currently conducts business in 17 states and the American Virgin Islands.

As one of the most highly regarded post-acute firms, MileStone Healthcare sets the standard for supporting the needs of the post-acute health care industry. The business has built its reputation on the ability to deliver innovative, value-added service to its clients. This is accomplished through the application of extensive knowledge and progressive experience in the regulatory, reimbursement, operations, marketing and clinical fields, as well as program development, referral development and community education.



# Giving Back

HCR ManorCare Gives is our company's commitment to our patients, employees and communities demonstrated through our many philanthropic programs, including the Hug Fund and Heartland Hospice Memorial Fund, two non-profit charities.

## The Hug Fund

The Hug Fund is a partnership of HCR ManorCare employees helping their fellow employees who have experienced a catastrophic event causing financial hardship. The fund provides financial assistance to employees who are unable to meet their urgent need. Through the financial support of HCR ManorCare employees, the Hug Fund is able to offer hope and peace of mind for our employees across the nation.



## The Heartland Hospice Memorial Fund

At the heart of the Heartland Hospice Memorial Fund is the belief that people who are at the end of their lives should be able to focus on enjoying time with their family and friends, cherishing their last days and making lasting memories. But financial stressors due to a terminal diagnosis often complicate the end-of-life journey, leaving little time for families and friends to focus on this important time with the patient. The fund can relieve the financial pressures experienced by patients and their families coping with terminal illness and its aftermath by providing financial assistance with the daily expenses of everyday life.





We are with our patients  
every step of the way.



Focused on our patients' health care

*journey*

**HCR ManorCare** 

HCR ManorCare, Inc. | 333 N. Summit Street | Toledo, Ohio 43604

[hcr-manorcare.com](http://hcr-manorcare.com)