



Frontline Checklist for EDs (All Emeritus Communities)

Managing this type of media exposure requires your full attention and commitment to all the action items below. Whether your community was mentioned in the story or not, your community can be impacted.

IMMEDIATELY AND ONGOING

- o Solicit positive comments and reviews from your residents and families and have them post on Caring.com, Yelp, Google and other review sites to offset the potential negative backlash created by the Frontline story. Look for this button on E & Me for Online Review tools. 
- o If you have something positive going on in your community – a resident's 100th birthday, an Alzheimer's Association fundraiser, a community outreach program, or a free seminar for the public – send a press release to the local media using the release templates on E & Me. If you don't have something going on, plan something! 
- o Launch staff appreciation initiatives and recognize employees for their good work. Post compliments in public places or the staff break room.
- o Anticipate extra attention and scrutiny from regulators and make every effort to ensure your communities are in full compliance.
- o Be positive and keep your staff focused the great job they do every day.

WEEK OF MONDAY, JULY 22

- o Hold an all-staff meeting to discuss broadcast and its impact – distribute the following:
 - ✓ FAQs for families and residents
- o In-service staff on media protocols
 - ✓ Review FACT SHEET Crisis Communication and the Media
- o Hold management staff meeting to discuss and distribute the following:
 - ✓ Media statement
 - ✓ Tips to respond online

WEDNESDAY, JULY 31

- o Respond to resident/families inquiries using FAQ document
- o Respond to story online at:
 - ✓ Frontline's website www.frontline.org
 - ✓ Frontline's Facebook page <http://www.facebook.com/frontline?fref=ts>
 - ✓ ProPublica Facebook page <http://www.facebook.com/propublica?fref=ts>
 - ✓ Emeritus Facebook page (only if someone posts a negative comment)
http://www.facebook.com/pages/Emeritus-Senior-Living/82009373317?hc_location=stream
 - ✓ Online review sites where story is mentioned
- o Launch professional referral outreach efforts, targeting top 20 referrals:
 - ✓ Start the conversation with:
"There was a story about Emeritus on Frontline last night/week and I wanted a chance to talk with you about it." Then, use your FAQ to guide the conversation.
 - ✓ Use the same FAQ provided for families and residents.
 - ✓ Bring them a meaningful leave-behind that is personalized for your unique community – i.e., something made by the residents or the chef's special snack/dessert.
 - ✓ Share specific success stories of the residents they have referred

**Frontline
Q & A for Emeritus Communities
July 31, 2013**

I heard Emeritus was part of a big media expose on the assisted living industry. What happened?

- Yes, Emeritus was featured on a recent Frontline program on the assisted living industry.
- It included accounts of some isolated and unfortunate incidents that occurred at other Emeritus communities many years ago.
- They were the rare exception to our company's outstanding record of serving hundreds of thousands of seniors over the last two decades.
- We were very disappointed by the broadcast, which did nothing to represent the dedication and commitment of Emeritus caregivers.

Can you tell me the details of these incidents?

- The story featured two tragic accidents that happened 4-5 years ago, and two families who were dissatisfied with the care we provided.
- I am not familiar with the details and so can't tell you any more than that.

What has the company done to fix the problems?

- Emeritus works hard to ensure that there are safeguards, systems, and policies and procedures in place to prevent these types of incidents.
- From time to time, a breakdown in these systems has resulted in an accident or care that doesn't live up to our high standard.
- Our communities work tirelessly to prevent foreseeable risks at our communities. When we fall short, we hold ourselves accountable and we fix the problems.
- Despite the picture Frontline has tried to portray, Emeritus continues to stand firmly behind, and believe strongly in, its employees and the quality of care they provide.

Emeritus has to pay millions in damages as a result of the California trial. Does this mean resident rates are going to go up?

- Absolutely not. Resident rates will not be tied to the damages.

How can I be confident something like this won't happen to my loved one?

- I hope you have seen how passionately we feel about providing outstanding care to your loved one and that you can tell that our residents are like family to us.
- We have extremely strict policies that are designed to ensure quality care, prevent risks and minimize error as much as possible.
- We also have very robust customer service systems in place to ensure that the residents' and families' needs are being met.
- Every year, we receive thousands of letters, e-mails and comments that credit us with improving and transforming lives for both our residents and their families.
- In addition to our annual inspection surveys, these letters are just one of the many testaments to our commitment to quality care and safety.
- Please know that the staff and leadership at this community are always available to you if you need to discuss any concerns or issues about the community or the staff.

ALL OTHER COMMUNITIES' MEDIA STATEMENT

Contact: ED Name |
Community phone #

MEDIA STATEMENT

Statement for the Media by (ED name, ED title, Community name)

We have seen the recent Frontline program on the assisted living industry which included accounts of some isolated and unfortunate incidents that occurred at other Emeritus communities a few years ago. They were the rare exception to our company's outstanding record of serving more than a half million seniors over nearly two decades.

Despite the picture Frontline has tried to portray, Emeritus communities work tirelessly to provide the highest level of care to all residents. We also work hard to prevent foreseeable risks at our communities. When we fall short, we hold ourselves accountable and we fix the problems.

Emeritus Senior Living receives literally thousands of letters and emails each year from residents and families commending the care they receive at our communities. In addition to our annual inspection surveys, these letters are just one of the many testaments to our commitment to quality care and safety. Emeritus continues to stand firmly behind, and believe strongly in, our 30,000 employees and the quality of care they provide to our residents at our more than 480 communities in 45 states.