



1001 E Oregon Road  
Lititz, PA 17543  
717.381.3526  
LandisCommunities.org

**September 13, 2021**

To all Landis Communities Team Members,

Since the beginning of the COVID-19 pandemic, the primary goal across Landis Communities has been to keep residents, clients, team members and families healthy and safe. We are grateful to each team member who has undergone testing, worn the required PPE and received the vaccine to help mitigate the spread of this virus that has claimed the lives of over 650,000 US citizens and 1,100 persons in Lancaster County.

There have been several important announcements recently, including the federal government's statement requiring vaccination of nursing home employees, the FDA granting full approval to Pfizer for their COVID-19 vaccine, and the PA Department of Health indicating an expectation of an 80% vaccination rate of nursing home staff by 10/1/21.

Although we are awaiting detailed interpretation of the regulations, we believe it is time to move forward with a plan to make vaccination a condition of employment. The attached document contains the four-step implementation plan that will be utilized across the organization.

Please note that dates are not included for every phase. This is intentional so the appropriate time and consideration can be given to each course of action before moving to the next phase. We encourage all unvaccinated team members to carefully review the plan and consider the steps available to you.

For your awareness, Landis Communities intends to join a number of other Lancaster area retirement communities in issuing a press release on or near September 14 that states we will be requiring the COVID-19 vaccine. Like Landis Communities, each of these organizations has carefully considered their next step in the effort to mitigate COVID-19 and believe now is the time to move forward with including vaccination as a condition of employment.

However, the implementation approach each organization uses may look different. This Vaccine Engagement Plan will guide Landis Communities in navigating the requirement that will take effect in Phase 4 for all team members who do not receive a medical or religious exemption. Questions regarding this plan can be addressed to a Leadership Team member, Sandy Smoker or Jenny Sheckells.

We are aware that moving forward with this approach may affect staffing in some areas of the organization. We are preparing contingency plans for staffing that will be implemented if needed.

Our guiding values of Joy, Compassion, Integrity, Stewardship and Community are central to the culture one experiences living and serving on the team at Landis Communities. These values were carefully considered in this decision and will continue to be fostered as we navigate the path forward to keep residents, clients, family members and each other safe from COVID-19.

With gratitude for your service,

Larry J. Zook  
President/CEO





## Landis Communities COVID-19 Vaccine Engagement Plan

September 13, 2021

Since the beginning of the COVID-19 pandemic, the primary goal across Landis Communities has been to keep residents, clients, team members and families healthy and safe. We are grateful to each team member who has undergone testing, worn the required PPE and received the vaccine to help mitigate the spread of this virus that has claimed the lives of over 650,000 US citizens and 1,100 persons in Lancaster County. There have been several important announcements recently, including the federal government's statement requiring vaccination of nursing home employees, the FDA granting full approval to Pfizer for their COVID-19 vaccine, and the PA Department of Health indicating an expectation of an 80% vaccination rate of nursing home staff by 10/1/21. Although we are awaiting detailed interpretation of the regulations, we believe it is time to move forward with a plan to make vaccination a condition of employment. This document contains the four-step implementation plan that will be utilized across the organization. Please note that dates are not included for every phase. This is intentional so the appropriate time and consideration can be given to each course of action before moving to the next phase. We encourage all unvaccinated team members to carefully review the plan and consider the steps available to you. Landis Communities intends to join a number of other Lancaster area retirement communities in issuing a press release on or near September 14 that states we will be requiring the COVID-19 vaccine. This Vaccine Engagement Plan will guide us in navigating the requirement that will take effect in Phase 4 for all team members who do not receive a medical or religious exemption. Questions regarding this plan can be addressed to a Leadership Team member, Sandy Smoker or Jenny Sheckells.

Phase 1 - Notification (Begins 9/13/21)	Phase 2 - Conversations	Phase 3 - Exemptions	Phase 4 - Policy
<p><b>Current team members provide proof of vaccination to Jenny Sheckells or HR if vaccinated outside of Landis Communities. Information is added to employment file.</b></p>	<p><b>Group/Team conversations to review this plan and answer questions from the group.</b></p>	<p><i>Note: We understand some team members may have medical or religious reasons to seek an exemption. The COVID-19 exemption will be considered independently from the flu or any other exemption. This process will be utilized:</i></p>	<p><b>Implement policy to make the COVID-19 vaccine a condition of employment. The Landis Communities policy will comply with all federal and state guidelines.</b></p>
<p><i>Note: It is important that Landis Communities be aware of your vaccination status prior to the implementation of subsequent steps.</i></p>	<p><i>Note: See your team leader for the date and time of your department meeting.</i></p>	<p><b>Form Vaccine Exemption Review Committee.</b></p>	<p><i>Note: Even though state and federal guidelines may apply to only some segments of the organization, this policy will apply to all affiliates located on the Landis Homes campus as we stand together for those who live at Landis Homes. Affiliates in other locations may have modifications.</i></p>
<p><b>New hires required to be vaccinated or to be approved for an exemption.</b></p>		<p><b>Accept exemption applications until published due date.</b></p>	
<p><i>Note: COVID-19 vaccination will become part of the onboarding process that includes TB tests, a flu vaccine and acceptance of organizational policies that help to protect the health and well being of others. As an example, smoking is not allowed because of the effect of second hand smoke. Our guiding value of community is evident as we strive to do what is best for each other.</i></p>	<p><b>Individual conversations with those who have not been vaccinated to discuss exemption options and individual concerns with the vaccine.</b></p>	<p><b>Exemption Committee will review all requests and approve those that clearly meet the criteria. Any requests that are denied by the Committee will be forwarded to legal counsel for review. Only after this review will the request be officially accepted or denied. Role or department-specific accommodations will be established for those granted exceptions.</b></p>	<p><b>Additional clinics will be scheduled through Phoebe Pharmacy at Landis Homes. These clinics will serve those receiving initial vaccines as well as those needing boosters. As the flu and the flu vaccine have taught us, new strains develop over time and boosters are needed to continue protection.</b></p>
	<p><i>Note: Movement to the Exemptions phase will happen after all necessary conversations have been conducted with teams and individuals.</i></p>	<p><i>Note: Some medical exemptions will be permanent but other exemptions will be granted for one year. Movement to the Policy phase will happen after all team members seeking exemption have been notified.</i></p>	<p><i>Note: Navigating the COVID-19 pandemic has brought many challenges to our team. We know there will be more difficult decisions along the way but as we conclude this Vaccine Engagement Plan, we look forward to celebrating as a team!</i></p>