

March 1, 2021

Dear residents and families,

As we are all aware, Fulford has been profoundly affected by the spread of COVID-19. Up until early January we were optimistic that Fulford would remain a contained healthy bubble given all the additional health and safety precautions that had been put in place for close to a year. However, on January 12th the pandemic took hold with a vengeance. The loss has been devastating, ten Fulford residents and a staff member's husband have lost their lives due to COVID related complications. These cherished members of the Fulford family are in our daily thoughts and prayers, as are the remaining 21 ladies currently in residence. Life at Fulford is slowly returning to normal; most of these ladies are now taking their meals in the dining room and with advance arrangements a limited number of visitors are permitted.

Although Fulford can accommodate 38 ladies, our occupancy has not been at this level for some time. The decline has been driven by fewer and fewer women choosing to live in a residence while they are autonomous and mobile. Fulford's unique character, with all its warmth and charm, best suits those who are fairly mobile. Our current low occupancy, together with the prospect of a continued further decline, resulted in the Board's and the management team's careful analysis of the anticipated financial sustainability of Fulford.

On February 25, 2021, the Board and the management team had to make a very difficult decision, the decision to begin the process of ceasing operations as a residence. Our decision was informed by management experience, the CIUSSS, the Anglican Diocesan of Montreal and our continued focus on best practices for non autonomous senior care. The process of ceasing operations, which we expect will take six months will be managed with the utmost care and attention to the health and well-being of all involved. The expected closing date will be September 3, 2021.

Please know that we are committed to continuing to provide a healthy and positive environment.

Our staff remains dedicated to the residents of Fulford and will continue to seek out ways to draw on their creative and collaborative strengths to ensure the best

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care. Together with representatives of our local CIUSSS, we will work diligently on behalf of each resident to find suitable alternate places of residence. You can expect to receive further detailed correspondence in this regard from Fulford's Executive Director Mme Marie-France Lacoste.

We must emphasize that nothing is more important than the health and well-being of the current residents and staff. We are confident Fulford's long standing culture of compassion and kindness, and the strength of our volunteer community will help us through this challenging period. We thank you for your understanding and support as we must close the doors of our beloved Fulford.

Sincerely,

The Right Reverend Mary Irwin Gibson
Bishop of Montreal
President, Fulford Residence

David McEntyre
Vice President and Director, Fulford Residence

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