

Team –

COVID-19 is a worldwide issue and different areas of our network are experiencing the spread of the virus at varying speeds and degrees. Regardless of those differences, all states that we operate in are focused on three things – reducing the risk of spread through social distancing, relieving unnecessary pressures on the healthcare system, and ensuring that frontline healthcare professionals have access to the Personal Protective Equipment (PPE) they need. As a result, the Boards of Dentistry in the states we operate in have consistently taken the position that the practice of dentistry needs to be limited to emergency care only.

As we continue to provide emergency care to our patients, we want to applaud the efforts of our teams. There are numerous stories of doctors and assistants coming into our offices to treat patients who would otherwise end up in the emergency rooms of our community hospitals. The current operating environment and different risk profiles of team members has required creativity and extraordinary effort to provide care. In some cases, doctors and assistants are providing care in practices other than their own, and people are stepping in to perform work outside their normal responsibilities. Everyone is doing everything they can to pull together and make this happen. Thank you all for your contributions and resourcefulness.

As we focus on positioning the organization to eventually resume full operations, we have redeployed resources to address critical functions.

More specifically, our areas of focus are:

- HR / Payroll
- Resuming operations
- Doctor recruiting
- Financial management
- Insurance and system automation, including Carestack, UltiPro and insurance posting

Resumption of Operations

When we suspended operations on March 17th, we recognized that the environment we were operating in was continuously changing. We also recognized that returning to work on April 1st was our desire, but subject to change. Since that time, our goal of returning to work when safe and practical has not changed, but the surrounding environment has. Given the varying severity of the outbreak across regions of the country and the guidance from dental boards and other governmental agencies, we expect that we will resume operations on different dates across the network as conditions allow. At this time, we don't anticipate resuming operations in any of our practices prior to April 13th. If circumstances permit, we will revisit this date.

As an organization, Midwest Dental is committed to providing world class patient care while protecting the safety and health of our patients and teams. We understand the strain this uncertain world is creating for all of you. You have our commitment that we are doing everything we can do to continue to respond and adjust as the situation evolves, and that we are making choices with each of you in mind. We encourage you to visit our employee site (<https://midwest-dental.com/employees>) for additional updates and resources.

Thank you and take care.

Steve Liz

A handwritten signature in blue ink that reads "Steve Liz". The signature is written in a cursive, flowing style.