

Video recording of the February 8, 2023, Public Hearing Transcript

Good afternoon everyone.

My name is Diane Quinlan and I serve as the director of Charitable trust at the Attorney General's Office.

I'm joined today by Michael Haley.

He's the assistant director of Charitable Trusts and Lindy Girard, who is a paralegal in our office.

I want to begin by welcoming all of you to this public hearing on the proposed transaction between a Randy Webster Foundation and this in Silverstone.

By hunt, by way of.

Background New Hampshire law requires that before a healthcare charitable trust like the Ranny Webster Foundation enters into a change of control transaction, the board of Directors must determine that that transaction meets 7 separate criteria.

One is that the Board of Directors exercise due diligence in, among other things, choosing the acquirer.

Negotiating the terms and conditions of the agreement and determining that the transaction not only is in the best interests of the charitable trust, that is Randy Webster Foundation, but also the Community it serves.

The change of control statute also requires that once the Board of Directors votes in favor of a transaction, the board must submit a notice to our office, the to the Director of Charitable Trusts, and the Charitable Trust Unit.

We then have 180 days within which to review the transaction and make a determination as to whether or not we'll oppose the transaction.

Take no action to oppose the transaction.

Or oppose the approve the transaction or take no action based on certain conditions.

In this case, Webster at Rye or Randy Webster Foundation submitted its notice to our office on November 18th, and so that we have until May 18th to issue our decision.

By the way, for those who have not seen the transaction documents, they are posted to our website.

Both the notice, the original notice and the accompanying documents, as well as additional information that the party submitted in response to questions that we had.

Asked of them.

So the change of control statute also provides that in conducting our offices review, we must take public comment and we may hold a public hearing.

And so this evening's public hearing is that public hearing, we hope during this public hearing to hear your comments about the transaction.

You will also have an opportunity to and ask any questions of the parties about the transaction to help inform your opinion.

We will be accepting public comments tonight, of course, but if you are not comfortable making a comment tonight and would prefer to make that comment later, we'll provide you with our e-mail address and our mailing address if you'd prefer to to provide us with a comment later.

So at this point, I'd like to turn the microphone over to Laurie Story, man.

So who will serve as our moderator for this evening? Thank you.

I wanna also welcome you all to the hearing that we're having here.

This is a great opportunity for folks to share their thoughts, to get information.

So I hope you will participate a couple of things I want to run through.

First, we have folks online who are joining us.

So I want to welcome our our virtual audience and they too will be in a position where they can pose questions and I will read their questions as they come up.

Um.

Let's see.

Joining me today is New Hampshire AV, and they will be running all the logistics of what you will see up there and what you'll hear around here.

And I want to thank Brian for being with us.

So to give you an idea of what we're going to do this afternoon, here's our agenda.

We have started with a welcome and Diane did a wonderful job there.

I'm going to introduce the panel we'll have.

I'll go through some logistics of how the hearing runs after I've introduced the panel and then we'll have the two presentations from Randy Webster Foundation and Silverstone living and then we will open this up to comments and questions and I will moderate those comments and questions.

And then finally, we'll have closing.

Remarks from Diane again.

So let's get rolling.

Alright.

So in terms of introductions, joining us today from Randy Webster Foundation or Dave Timmerman, you wanna hold up your hand, there you go.

Charles reopell.

Linda tumus.

Alan Moses.

And then joining us from Silverstone are Rob Prunier.

Jim tolner.

And Brian Newman.

Thank you all for being here.

Alright so.

And thank you for joining us.

I want to make you aware of a few important things today's hearing is being recorded.

That means that if you choose to make a comment or ask a question, you will be on camera.

And for those of you who are online with us, your questions will be noted as who you are and what town or city you're from.

If you intend to speak, please be sure you have registered at the registration table.

If you and the folks online with us don't worry about that, they have you.

We'll know who you are.

If you join us virtually after the brief presentation, our panelists will answer your questions.

For those who attend in person, please use the microphone right here.

So come up to the microphone and use that to pose your comments or questions.

For those joining virtually, I invite you to put your questions or your comments in the Q&A that you see on your screen and I will post those questions for you.

When you speak or put a comment in the Q&A, please include your name, the name of your town or city where you live, and any organization that you represent.

Please limit your comments to three minutes and those who are responding.

Please limit your comments back to three minutes.

Finally, I'm grateful for your interest in being here.

This is an important work that the Attorney General's Office is doing and your boards are doing so we appreciate you all being here.

And with that, I will turn this over to Dave.

OK.

When we talk about having an affiliation with another entity, we have some guiding principles that we that we go forth with and with us it's simple, it's an enhanced and preserve the mission of rainy Webster Foundation.

But with that comes a high priority of maintaining A5 star rating.

As well as getting an honor every year for being the best in the seacoast, we've got eight years running.

In other words, keep up our reputation as being one of the finest facilities in in New Hampshire.

The next priority is to make sure that we can retain our not-for-profit status.

And with Silverstone, that's that's part of the deal.

So that was another box checked.

Uh.

Also going forward, we wanna maintain a good relationship with the community of Rye.

That's.

Always important, we do things in the Community now by hosting events and trying to get people to come and see us and understand what we do and how we do it.

And then keeping our independence long term, what we mean there is just we want to be responsible for our actions and and and operate as an entity that we can be judged by the profit and loss and and everything that goes with that.

The impetus for this affiliation really is the financial pressures that we've.

Undergone over the last few years because of COVID because of the pandemic.

It's it's also right now it's a difficult hiring environment.

It has been for some time.

We found that when the epidemic first started, we had people that wanted to leave the nursing profession.

You know they want to do different things.

There was a big shake up in the whole healthcare industry.

So we got caught up with that.

So when we lost staff, we had to go to one other alternative that we found, of course was going to agencies.

Agencies do have some talent, but it may come from Texas or California or some other place at a very, very high cost.

So and then and then increasing cost everywhere.

We looked at everything from food to fuel to electricity to contracts, et cetera.

And then leading up, if you combine all this, then you really find yourself in a senseless dilemma.

We have lost senses.

Webster is split up into four different units.

We have assisted living.

Which has.

54 bed capacity.

Skilled nursing has 61 bed capacity.

And then memory care is 25, so a total of 140.

We're currently running at about a 80% rate.

So we're down.

Our target is usually to get around early 90s or 92 somewhere in there.

You can't ever get to 100 because of the time it takes to.

You know, go back and forth with.

Making rooms ready, etcetera.

So.

That will be first on our scorecard going forward as how are we doing with bringing more residents online.

So the benefits of an affiliation of course is to to maintain the nonprofit status.

That's just very important for us.

Some were missions.

Culture just the way to do business is is a very high priority and.

And that's what we have found with Silverstone, very comfortable with.

With everything that they're doing.

We have cost opportunities savings with them with a larger volume of purchase.

We should get better pricing.

We have.

Actually just recently changed insurance companies.

With a with a company that's gonna give us more coverage for about the same money, but with a rate hold, our current provider is going to give us a big rate increase.

So it just makes sense to make that change starting in in March.

So that's gonna be done.

The managerial assistance is another category.

Of capability that's silver strong.

Silverstone will bring to the party.

What that will do it will include.

Their head of the HR could be accounting.

It could be engineering or not.

Engineering.

Excuse me, technology in other areas of of focus.

And last but not least, there'll be financial assistance to us.

We will have access to up to \$250,000 per quarter for the first two years.

This will give us operating money cushion, which is what we need going forward.

This next page has it's a busy page and it's it's busy to just indicate how.

How many.

Things you gotta keep going at one time.

Backup a little bit, we've always.

Tried to do to the do the strategic planning on an annual basis to keep things going and I know, Tom argues, started this way back when he first joined Webster and 37 years ago.

Tom retired in December, but Tom was very involved with healthcare organizations in the state and and within the nation.

He would frequently bring back.

What about this? I just had a discussion with.

With this hospital, maybe we can get some referrals or we can cooperate with another entity and and perhaps do better.

So we did have a chance to look at several type of types of opportunities, but it wasn't until.

We talked with Silverstone back in April of 2021.

That we got excited with.

So we started putting some things together.

Parts of agreements, et cetera, to see if there is something there that would make sense for both of us.

So we found a lot of things.

So in June we established an Li was signed with the full concurrence of the board members.

Due diligence followed that.

We have.

A commitment to work with HUD as well.

They are the holder of our mortgage and there's a lot of restrictions or control over what.

How how money is handled if there's a change, you know from an existing condition.

So we completed notices to.

To charitable trust and hard at the same time, we we conducted a public hearing back in September.

Up to the Wentworth and this is a kind of a follow on to that event.

For the residents of of Rye.

And the final agreement was signed on October 27th of of last year.

We wanted to get started quickly to see how well we can start making changes.

So we signed a an interim management services consulting agreement.

Back, back, well, in the fourth quarter of last year.

But we kicked it off early in January this year.

00:15:48.550 --> 00:15:53.961 So Brian was very influential in bringing staff leaders to to Webster.

And we had board to board meetings as well as one-on-one.

The opportunity to sort of kick the tires and make make sure they understand where we are today.

And and that was done with some really good feedback from our people, they felt like.

Wow, there's a new set of eyes that are seeing some things that we haven't seen or we've kind of lost track.

One of the things that we did early in in.

The pandemic was a lot of.

The right things to keep our our residents safe.

We went 606 days without a positive testing for COVID.

That was a very, very good effort.

We think one of the best in the state.

So our focus was really, you know to take care of that.

Don't let that get ahead of us.

And then things fall to the wayside in terms of doing some other things that we could ask to.

You know, keep the senses up.

So.

I mentioned the insurance that one other ruler project that was picked up on was we have a couple of extra rooms that were used for an independent living.

There are two-bedroom units.

We're going to remodified those so we can use them for nursing, nursing beds that will help.

Get us get us a few more people.

So in summary, this affiliation will allow us to keep our status as Webster arrive by name and again as a non for profit.

We retain our board members, we we are going to get two board members from Webster to sit on our board and we will have two of our board members to sit on their board.

And that's going to help really increase communications and discussions and teamwork.

Umm.

The executive director.

Todd will report in under Brian and have oversight over what's, what's going on here at at Webster.

So we definitely we want to get ready Webster back to where we've been.

We know we can do that and we've got some good things, good plans and a lot of determination.

So I'm I'm very excited about this opportunity, I really AM.

So thank you very much.

And at this point, as safe to let us, so the order, other board members or or Brad, you're next, OK, and thank you very much David.

Appreciate the the intro and the and the oversight of what's what's going on and how we got here.

I'm on behalf of Silverstone, I want to thank you all for being here and giving us this opportunity to to share our thoughts on this very important conversation as well as to give you a little bit of a perspective.

And in terms of where Silverstone is coming from and how this we see this working and very much in in line with what David just just put out there for you, I wanted to make sure that you understood what our our mission is certainly to.

To provide comprehensive living opportunities and options for seniors, as well as to to provide them with an active lifestyle.

And I kind of interpret that as.

It's our mission to care deeply for the seniors in New Hampshire and do whatever it takes to to make sure that they are are residing in a healthy and independent and and and environment and that they understand that that that we're here for them at all times.

In recent years.

And before I go there, I'll just Silverstone is is really has three kind of silos that we work in.

One is the hunt community, which was established in 1899.

That under the hunt community we have at home by Hunt, which is active on the seacoast as well and we look forward to really embellishing that and making it and making it even more of a of a an opportunity for seniors to to to take those latter years and live in their own homes.

We see that as a great opportunity with this affiliation and the Huntington at Nashua, which is our newest facility, I say newest it's 2004 and combined we take care of more than 500 seniors within our organization.

Our board is very is very much a governance board and and we we spent a lot of time making sure that we're doing all the right things with our, with our facilities.

But we're also over the past few years we've gotten very strategic this the, the, the living, the senior living community and and and demographics are changing quite a bit.

They're growing in an incredible way.

And we as a board at Silverstone understood that we need to do everything in our power to strengthen ourselves and all those categories that Dave mentioned, whether it be financially, whether it be human resources, technology or even the network.

And we found that we have our boards have an incredible shared network throughout the state, between Nashua and and the seacoast.

And we look forward to working together to to really meet our mission as a cohesive 1.

We as a board have found that our counterparts on on the Webster Ride Board were very much compatible and we share a lot of the same visions and mission in terms of how we take care of seniors in New Hampshire for not just today, but for the long term.

I often say I'm a born and raised here.

I'm never leaving.

We could just build a Moat around New Hampshire.

That would be great.

But we do have a vision of accountability.

We do have a vision of taking great care of seniors and and we are committed to to making sure that that happens.

And I think this affiliation certainly.

Is recognized as an Ave.

to be able to do that, to really take advantage of our positions in New Hampshire as two new New Hampshire based nonprofit organizations, I think we have a great opportunity in front of us.

As David mentioned from a board and a governance perspective.

Our plan is to Webster, I will maintain their their their own board just like the hunt community has their own board.

I'm the vice chair of the hunt community as well as the vice chair of Silverstone.

Living.

The Huntington has their own board and we anticipate what's your right to have their own board and as a way to really make our boards mesh even further.

As David mentioned, we intend on having two members of Webster Rye join our Silverstone.

Board and we also intend we've already identified a couple of members of our board that will join the Webster at Rye board.

So from a governance perspective, we have a strategy that I think is going to work and we're all in agreement after two years of discussing this in depth that that the way that we're approaching this is really a way that is going to be beneficial for everyone.

00:23:18.960 --> 00:23:22.630 Our interest in the affiliation again is some I'm reiterating a little bit of what David already said is is to strengthen our position for New Hampshire seniors.

And this came about through through through a common ground between CEO's who knew each other, who who realized that we had something.

Potentially very special between our organizations.

They did a lot of the upfront work and testing each other, making sure that it would work.

Then they brought us together and and and they were absolutely right.

The personalities of the boards or where we're very much in line with with the missions and the visions that we have for seniors.

We, we together we jumped in and and took on the due diligence that we needed to take on to make sure that this was going to going to be an affiliation that would would make its mark in New Hampshire for the long haul.

And and we did we we dipped into, we dived into a lot of different avenues, whether it be financial, whether it be how we run our businesses and and and where we're going to find people.

And we started to come up with solutions and strategies that combined are going to are going to make for a very strong organization.

So our board from the Silverstone perspective.

Is in full support of this affiliation.

We we have thoroughly enjoyed getting to know our counterparts and understanding that we share so much and have so much in common with the future of how we're going to take care of seniors.

And it and it is.

That's what drives us as we as we care about the state, we care about the nonprofit world that we live in.

And most importantly, we care about the seniors that are here.

And we're completely committed to making sure that this is a this is an affiliation that works for everyone.

And I think we're well, well along the way to making that happen.

So again, I appreciate having a few minutes just to give you our perspective and to confirm everything that David said, that we're ready to go and and make this happen.

Back to you, Laurie, OK.

So now we're going to move on to comments and questions.

My role here is to keep us on track this afternoon, make sure that everybody who has a comment or a question gets the opportunity to do so.

I ask that you not repeat previous questions or comments that territory will have been answered by the great board members who have come up here and and said that they would help educate folks.

Again, please keep your comments and questions to 3 minutes.

No more than three minutes and again reminder to the board 3 minutes.

You've all got 3 minutes.

00:26:06.140 --> 00:26:10.469 OK.

And finally, please keep your comments and your questions professional and please refrain from personal attacks.

So is there someone who would like to start? I know it's always hard to be the first one.

Go ahead.

It would be easier if I brought a mic for home to you.

Would it be easier to bring in Mike? OK.

No.

OK.

My name is Janet Brown.

I live at the Huntington at Nashua, which is the Silverstone Living community, but I've had a very wonderful relations with both organizations over the last number of years.

In 1991, my husband and I moved to Rye and.

At that point, my parents were living at a retirement community on the Cape.

After my dad died, my mother, who had mobility issues they wanted to move her into their nursing home.

That was on the same campus she had been in it before and been miserable when she had been in it, and I wasn't looking forward to that conversation.

I had to have with her.

And so I thought it would be easier for me since I was traveling back and forth to the Cape so much to move her up to to rye area.

I had never been in Webster Rye, but I knew it's reputation.

So I made a call, met with and went in and had a meeting with the Director of Social Services.

She answered all of my questions and and then.

Showed me around and I was so impressed with how well the the residents looked and acted and the relationship between staff and residents and it was clean and neat and.

So I made the arrangements to move her and I was able to get her a private room because she was.

That's what she really wanted.

And then the following week, I moved her up.

And had a wonderful LA named Joe.

MaryJoe, who's still there.

Who was the person who admitted her and justice the relay, how she dealt with my mother was so impressive.

So I went home feeling good.

And the next morning I went in and and my mother was in good humor.

She had had a good night's sleep and a wonderful dinner and and breakfast, which was important to her.

And so I went on.

I went back every day and spent some time.

Get to know the people there and was just really impressed with the openness and the the how well everybody treated everybody.

And then.

I also worked as a volunteer there for a while, and after my mother died, I was asked to join the Board of trustees, which I did, and I was a member of the board for 12 years and I stayed down and even after I moved to Nashua because I wanted to see the completion of the new assisted living and Dementia wing or Memory Care Wing, I should say.

And while I was on the board at Webster, I had gone to leading age meetings, which is an organization for nonprofit healthcare facilities.

And there I did a lot of asking questions about CCRC's or as a now called Life Plan Communities and decided that my husband and I wanted to move to one.

So we I toured all through Northern New England and when I went into.

The Huntington at Nashua had the same feeling as when I went into Webster.

Riot was very welcoming.

It was organized, clean and nice.

And so we signed up to move there and.

We were going to move and they had caught it.

New cottages being built, which is what we wanted.

We were scheduled to move in June of 2013.

Unfortunately, five months before that, my husband had a traumatic brain injury and he was hot.

He had three brain surgeries, had to go into rehab.

He was at Northeast Rehab for a while, and then they suggested a rehab facility out of state that was known for their traumatic brain injuries.

And so I took him to the there.

And I was horrified they to see the the condition of the place and the the the staff resident relationships and I was just not comfortable.

I went back every day for a couple days and I thought he can't stay here.

He was getting depressed.

It was not going to be good.

So I called Tom argue and I explained my situation and I asked if Webster would be able to provide the kind of very specialized.

Therapy that he needed, he said yes, moved him to Webster.

Actually, Webster sent the van to bring him to Webster and MaryJo was his Eleni again, which was wonderful.

And so he went in and within a couple days his sunny personality was back and he was able.

He got rehabbed enough so he was able to move to the Huntington with me.

The Huntington offered that he could move into a.

Assisted living if he wasn't quite ready to come into independent living with me and I said no, I really wanted him to come into the cottage with me and he did and.

Unfortunately, a couple he we he lived independently for 3 1/2 years and then he ended up with Parkinson's and Lewy body disease and needed to move into the assisted living facility and the the the Assisted Living facility at at the Huntington is very similar to Webster and everything went well.

There unfortunately succumbed to the disease but.

And then since after he died, I've had two stints at our health care for knee replacements and and I can attest to the the fact that the culture of the two organizations is so similar that I think it's a wonderful, wonderful affiliation.

Thank you.

We have a couple of online questions, so I'm going to start with the first one from Brenda Smith and it's my mom is currently at Webster.

Would there be a need to move her to one of the other locations? And I'm going to open it to you folks to answer.

No.

Simple, no.

OK, good.

Everything should remain the same.

Everything should remain the same.

OK, terrific.

And Brian Fitzgerald also.

Put in a comment and he said we live in rye and belong to a HH.

00:33:09.080 --> 00:33:09.870 Thank you.

We are very happy to have a nursing facility in rye should we need it.

So good, good comments.

Others others like to make a comment here or have a question.

So hi, my name is Christopher Peela, live in rye.

A couple questions.

First, since we're just brought up the at home by Hunt, is that currently have a facility in the seacoast area that would be the remain that would that would just be the? Headquarters for that regional location? Or would that be moving into the Websters facility and I can just, I'll just do them both while I'm standing up and I'll be quick.

And the second, David, you said that you have, I'm sure, heard it correctly that.

Are you using assisted nursing spaces to house staff at this point for staffing? I thought I heard something housing nurses within the OR used reassigning those beds to skilled nursing care.

That was it.

OK, it's misunderstood.

OK, the latter.

OK, Brian, do you want to take on the first question? So.

The CEO of silver.

So the actual program is maybe more than what you're asking for.

Really, a service without wall? There's no true it's.

Is providing care for those who want to live at home.

And that they do need care down the road.

We'll provide that in their home.

But if they need beyond that, we'll provide it in an assisted living in a nursing facility.

So we have partnerships now we actually we've partnered with Webster in the past, but it just really strengthens that partnership.

So if we have a Member, we have 125 members currently.

25 of which live on the seacoast.

And I see Coast members like Mr.

Fitzgerald has said they don't really want to move to Nashua.

And I certainly don't blame them.

They live in the seacoast.

So this is a nice.

Win win for both of us.

You know it's it should help grow our program.

But Webster, I should see some residents moving into their community.

So just.

Yeah, just to follow up, because I'm familiar with home health care agencies.

Yeah.

So there is no.

Physical nurses and you know, office.

Correct.

In the seacoast we're really a case management service.

So if someone needs care, we'll contract that out with another agency.

The at Home Program Office currently is at the hunt community.

It's part of the hunt program, but we will, we will probably be using Webster at rise address setting, setting up a mailbox and having a presence.

We've already talked with marketing at Webster I doing some joint marketing together nursing employees coming to and from the.

Register to go to cases or increase.

I'm concerned about you're right for increase in traffic potential for increase of the business utilization because it's in a it's in a single residence district, yeah.

So all the services we provide are actually in someone's home.

So they don't come to hunt or Huntington, they don't come to the Webster or I will be driving to their homes.

From.

Front facility not from the Webster, correct.

That's what.

Yeah.

You won't see any increased traffic.

To answer your question.

We got there.

Thank you.

Other questions? Comments.

Yes, Sir.

Hi, good evening.

My name is Bill Epperson.

I'm a resident of rye.

I was also a long, long standing member of the Planning Board, and I'm also a selectman here in Ryan.

I don't come for any particular official capacity at all, just a personal personal comment.

I've been long affiliated with Webster of Rye.

My father died there.

My mother-in-law was a long term resident there.

She's since passed away, but the organization has been nothing but outstanding so far as I was concerned, the last expansion that that Webster did came off extremely well.

We think that.

The organization did more than they had to do in order to create a a sound environment for us.

I'm just curious about this last expansion that was approved, whether that will go forward or not.

So that's going to be interesting.

Obviously that was a very excruciating.

Negotiation, but it was approved.

Main reason was approved because the Webster did such a great job the last time they did more than they said they were going to do.

And so it was easy for me to support that particular initiative.

So I'm just curious about what's going to happen there.

And to Chris's point.

Part of the issue, obviously, was the the single residence district was built in.

The amount of excess traffic, lighting, pollution, all those kinds of things came into play.

So I'm just curious to where that stands at this point.

We have a meeting with the Planning Board on March 1st to discuss and ask for a two year extension.

Because of the delay we got into, you know, because of COVID and our and the performance won't sustain from a financial standpoint.

Getting another loan from another project.

So we're hoping you know within two years if if we are granted the extension.

That we can put a a good it's still we.

We still feel it's a very good project and and we would go through all the the impact surveys again for the Community and traffic and.

Everything so but right now it's on hold.

OK, ordinarily that would be a one year extension, but right now it's one year.

You guys on the 1st.

Thank you.

Alright.

OK.

Thank you.

We have a comment from TomTom argued thank you for joining us, Tom.

As the past CEO of Rainy Webster Foundation and administer of Webster at Rye, I believe there could be no better partner than Silverstone to help ensure the future of Webster at Rye and continue Webster's legacy of providing the very highest quality of care.

Thank you.

Others.

Anyone.

Sir, join us.

Thank you.

My name is Philip McDonald.

I'm a resident of Rye for last 27 years and.

Seacoast, all my life I've done about Renee Webster for some time and my question is.

If I understand correctly.

Originally, when the foundation.

Started everything here, the facility the my understanding was that part of the foundations work was to provide assistance for those people.

Seacoast area residents and most importantly rye residents.

Was there any scholarship at some point that was available to some people who? Maybe their funds are ran out, either because of.

Mismanagement, or the markets or whatever.

Well, that if that was the case, will that be able to be continued, especially for seacoast residents? We'd like to answer that, yeah.

Qualified answer that stands right now, but.

If we've done it in the past, we will have to take a look at the budgeting process here.

I don't remember seeing that as a line item.

Well, I mean, maybe the the lawyer in the room can speak to that, but in the affiliation agreement that there is an endowment that you've mentioned that is used to help supplement those who can't afford the care that's not being touched, that still stays with rainy Webster.

I think the point is to.

Reiterate this is not a purchase, you know.

We're not buying them.

We're not taking them over.

So all their assets, liabilities, and their endowment stays with with rainy Webster.

The employees stay with Randy Webster.

The name stays Webster at Rye.

The board stays intact, so we're not taking anything from them.

We're just more of a management parent company.

So what is in place stays in place.

And the.

Andrew agrees with that comment, and I imagine that's probably the the the Attorney General's Office of concern too, correct? Thank you there.

It does have what we call residence assistance fund and it still will remain autonomous and it will be used, where possible, we will work with each family member or each resident, make sure that they they get the care that they deserve.

Excellent.

Thank you.

Thank you.

Others.

I have a couple of questions that came in before the hearing and the first one is for the board.

What immediate changes are Randy Webster's Foundation residents likely to see? And in their day-to-day lives as a result of the affiliation.

I can, if you want me to answer, I mean honestly.

It should be seamless.

They shouldn't really.

They shouldn't seem much in terms of they shouldn't see anything in terms of the quality of care.

I mean, like Rob said, serving seniors isn't very important to us.

Like Webster, they had a lot of choices.

We've had a lot of choices.

There's a reason why we chose each other.

So seamless, but hopefully they'll see some occupancy increases, some staffing we've already you know we've been in this since January.

We've already made some inroads with some occupancy and staffing.

You know the advantage that Silverstone has is we've already grown.

You know, I look at, I say, the Webster crew.

The what they wear multiple hats because they're one entity where we're really 3 entities.

So we have people like my myself and HR and accounting that they don't have.

So I when I told the team, it's not that they're doing anything wrong, we just have more bodies to do what needs to be done.

So I think you'll see I think we've already seen that we've seen.

I think some excitement, I will say the the Webster team has been fantastic.

Welcome me welcoming in this is a major change, you know, like I've known Tom argue for 25 years is very important to me to make sure this is successful.

It's been a great start.

You know.

They've had the same boss for 37 years and.

Well, I was Miss Tom, but they've been welcoming a new person in and that says a lot.

And so hopefully it'll be seamless and that's that's the change that we want you to see.

And Speaking of Tom, he added one more point that is Webster at Rye provides well over \$1,000,000 in subsidies to low income individuals.

And I'd like to just follow up a little bit to the what Ryan was alluding to.

And my name is Charles Ripple.

Been on the board for roughly 7 years.

One of the key components as as our board has written focused on is working with our internal staff and we've been very upfront with them to come to us as we're going through this transition.

And to you know, to Brian and Angel and and some of the others that we've had the benefit of working with, they've been nothing but so positive to have Brian come in.

And have that third or fourth set of eyes.

They're seeing things in different light.

And I was concerned that maybe they would.

And pleasantly surprised and very excited and just gives me, you know, additional.

Support for the decision we made that they're really excited.

For the next transition.

And that was personally my biggest concern is making sure our staff was taken care of.

And that they feel that they're being heard and not and.

And this transition has really helped them and we're really excited to see them evolution and they're coming with ideas.

They've been really, really supportive.

And and it it's been such a benefit in just the short period of time really since what wait six weeks in maybe tops.

So thank you.

Another question on line from Malcolm Allison and his comment is my comment is that as a hunt at home member for the last four years, I'm excited about this partnership and fully support it as one day if necessary me and my family are looking forward to being a resident at Webster at Rye.

Thank you.

Others.

OK.

Yes, go ahead.

I just want to make a comment more of a personal comment.

I'm Linda tombus.

I've been a board member for over 6 1/2 years.

And I want to share with you why I felt that this was a good idea as a board member and a good decision for Webster at Rye.

You know, we live in an in an era right now of consolidations and acquisitions by large out-of-state organizations.

And we knew this was not an option that we wanted.

Our goal was for an affiliation with the New Hampshire owned, not-for-profit, senior care facilities whose mission and cultures aligned with Webster at Rye kind of a lot to ask for, but that's what we wanted.

One very important aspect of an affiliation is the alignment of cultures with two organizations.

Company culture can be defined as a set of shared values, goals, attitudes, and practices that characterize an organization.

Without this alignment, 2 organizations are setting themselves up for failure.

Silverstone is the perfect partner.

It's a New Hampshire based not-for-profit organization.

We share similar missions and cultures and prioritize providing the very best care with compassion and

dignity, respect and individual attention.

This will result in a stronger organization to better withstand the increasing financial pressures from operating through the pandemic, soaring inflation and severe staff shortages throughout the industry.

From our first meeting with Silverstone and their executive committee.

I felt a sense of trust, mutual respect, integrity and honesty of a shared mission and a common culture and a commitment of high quality of life and quality of care for rye residents.

It is now coming up to two years since our first meeting with Silverstone.

And we have since met several times, and each time I increasingly know we have made the right decision.

And I look forward to finalizing this affiliation and to move forward building a stronger Webster.

Thank you.

Thank you, Linda.

OK.

Another question that came in earlier, how will affiliation address rebs RWF difficulty with hiring, nursing, maintenance, nutritional and other staff? Take that.

Ohh.

For me, it's all about partnerships.

You know, one of the things we were preaching since I've been there, it's.

You gotta go out and get stuff you can't wait for them to come to you.

And we've been very successful because we have a larger HR team, we have a fantastic director of HR, but it's a team effort.

Everybody's job is sales for staff and residents.

It's partnerships through the high schools, the colleges.

You know all the health service majors.

It's really getting in early with high schools and technical schools.

Again, you can't wait, but.

It's really just culture and speed and I always say everyone always wants me to give them the five things you can do and it's really 25 things you can do.

It's just looking at every little thing and it's again responsiveness and.

People of Webster on the right, when they say we're the best facility on the seacoast and it's like well, everybody should want to work for us.

So let's have that mindset and just having the can do mindset, you know not being on quotes but you know they'll Teddy Roosevelt if you believe you can, you're halfway there and it's just changing the the mindset that we can do this and people should want to come live and work with us.

It's amazing and that like child said, Child said the staff are excited and they're they're throwing these great ideas.

We get emails, which is fantastic.

Let's try this.

Let's try that.

It's just it's trying number of things and what we.

What we're successful today, we'll probably have to do something differently six months from now.

So it's just ongoing.

It's just believing you can.

I know that sounds simplistic, but it really is the difference.

Thanks.

Anyone else? All right, one more question from the.

Previously submitted questions.

What impact is the affiliation expected to have on Webster at Rye residence, whose fees are currently subsidized? And I think we there is part of that before, but just to clarify for folks.

Yeah, I mean, the endowment like it stays in place.

It's owned.

We wouldn't touch it if we wanted to, but we can't anyway, so we can.

That's very important to the Attorney General's office.

And who would administer that? Legal question what do you? Straight through the board, yeah.

OK.

Executive.

Directors.

So the administrator I'm just getting this on Mike, just the administrator and the board together.

OK, terrific.

OK.

Alright.

One last call.

Any other questions for anyone? Any other comments that you'd like to make? OK.

Then I'll turn it back to Diane.

I want to take some time, first of all to thank everyone who attended this hearing today, both in person and online.

I want you to know that we take our responsibilities at the Attorney General's Office very seriously and the information, the comments, the questions do inform our report.

And so we're we're grateful that you've taken the time to to be here.

I want to thank the representatives of Randy Webster Foundation and Silverstone by Hunt as well.

I appreciate you being here to provide us all with more information about this transaction.

I want to thank Laurie story Manso and her team.

Thank you, New Hampshire AV as well for for putting this public hearing on and for Michael Haley, our assistant director and Lindy Gerard, who is a paralegal in our office.

I want to thank you all for putting this on today.

If you have have not submitted a comment or would like to submit a comment sometime down the road, we'll be accepting comments until February 22nd.

If you would like to have our e-mail address, we have that on the screen right now, but we also have cards at the table with our e-mail address and our mailing address if you'd like to send us comments.

So again, I appreciate everyone being here tonight.

And drive safely.

Thank you.

Thank you very much.