



# Public Listening Session *Project Recap*

Wentworth-by-the-Sea

Grand Ballroom

Thursday, September 29, 2022



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# Overview

New Hampshire senior living communities Silverstone Living of Nashua, comprising the Hunt Community, Huntington and At Home by Hunt, and Webster at Rye have initiated the process of affiliating. The two New Hampshire-based non-profit organizations share similar missions and cultures, and the idea of affiliating has been brewing for some time. The organizations signed a non-binding letter of intent in July 2022.

As part of the regulatory process, the organizations held a public listening session on Thursday, September 29, 2022, at Wentworth-by-the-Sea in Rye, NH to share their vision for affiliation, and to accept comments and questions from the public.

Montagne Powers advised and assisted Silverstone and Webster at Rye on communicating plans for the proposed affiliation and the public listening session to internal and external audiences, including their respective residents and families, staff, public officials and others, and the local media.

Montagne Powers also planned, produced and managed the listening session.

## Project Recap

# Internal Communications

*Audiences: Webster at Rye residents & families*

*Memos delivered via email/hand delivered*

Dear \_\_\_\_\_,

We are excited to let you know that Webster at Rye has signed a letter of intent to affiliate with [Silverstone Living](#), which operates Hunt Community and The Huntington senior living facilities in Nashua, NH. They also offer the At Home by Hunt program for active seniors who need in-home care service. Like Webster, Silverstone Living is a highly respected, NH-based, non-profit organization. It has been serving seniors and their families in the Nashua community since 1899.

Webster at Rye and Silverstone are ideal partners. We are each non-profit with similar missions and cultures who prioritize providing the very best care with compassion, dignity, respect and individualized attention. An affiliation will allow each organization to collaborate, draw on each other's expertise, and improve the operations of Webster, as well as Silverstone's Nashua facilities.

Our proposed affiliation 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. A Webster-Silverstone affiliation will allow each organization to remain strong, New Hampshire-owned, senior care facilities during an era of consolidation and acquisitions by large, out-of-state, for-profit companies.

The Boards of Webster at Rye and Silverstone Living have each concluded the affiliation will allow both organizations to enhance the quality and efficiency of services for their respective residents and sustain the charitable mission of each organization.

## Project Recap

# Internal Communications

**Audiences:** *Silverstone Living residents & families*

*Memos delivered via email/hand delivered*

September 26, 2022

Dear Residents of Hunt Community, The Huntington at Nashua and At Home by Hunt Members,

I am pleased to let you know that Silverstone Living has signed a letter of intent to affiliate with Webster at Rye. Webster has been serving seniors and their families in the New Hampshire seacoast since 1986, offering assisted living, nursing home and memory care services. Like Silverstone Living, Webster at Rye is a highly respected, NH-based, non-profit organization.

Silverstone Living and Webster at Rye are ideal partners. We are both non-profit organizations with similar missions and cultures who prioritize providing the very best care with compassion, dignity, respect, and individualized attention. An affiliation will allow Silverstone Living to collaborate with Webster at Rye, draw on each other's expertise and provide potential cost savings for goods and services. The affiliation will also assist us in expanding our footprint to the beautiful New Hampshire seacoast. We expect it will help grow our At Home by Hunt membership and provide its current members another option if they need long term care, assisted living, or memory care services in the future.

## Project Recap

# Internal Communications

## *Audiences: Webster at Rye employees*

### *Memos delivered via email/hand delivered*

Dear Staff,

I am writing to share some exciting news with you. Webster at Rye and [Silverstone Living](#), which operates the Hunt Community and The Huntington senior living facilities in Nashua, as well as At Home by Hunt, a service for active seniors who wish to age in place, have signed a letter of intent to affiliate. Like Webster at Rye, Silverstone Living is a highly respected, NH-based, non-profit organization. It has been serving seniors and their families in the Nashua community since 1899.

You may be wondering why we would pursue affiliating with another organization.

As you know, the pandemic has been extremely challenging for health care providers, and especially difficult for senior living facilities such as Webster. Our board of trustees and Silverstone's agree that affiliation will allow our organizations to enhance the quality and efficiency of services for our respective residents and sustain the charitable mission of each organization long into the future.

Webster and Silverstone share similar missions and cultures, and prioritize providing the very best care with compassion, dignity, respect, and individual attention. An affiliation 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.

Our goal is for both organizations to remain strong, New Hampshire-owned, senior care facilities during an era of consolidation and acquisitions by large, out-of-state, for-profit companies. As you may be aware, several local facilities in our area, such as The Edgewood Centre and Colonial Poplin, have recently been bought by these types of corporations. Our proposed affiliation would ensure this will not happen to us and we will remain non-profit, in control of our facilities and working together to preserve and enhance the wonderful legacies and quality of care that we are each known for.

## Project Recap

# Internal Communications

*Audiences: Silverstone Living employees*

*Memos delivered via email/hand delivered*

Dear Hunt Community and Huntington at Nashua Employees,

I am pleased to let you know that Silverstone Living has signed a letter of intent to affiliate with Webster at Rye. Webster has been serving seniors and their families in the New Hampshire seacoast since 1986, offering assisted living, nursing home and memory care services. Like Silverstone Living, Webster at Rye is a highly respected, NH-based, non-profit organization.

Silverstone Living and Webster at Rye are ideal partners. We are both non-profit organizations with similar missions and cultures who prioritize providing the very best care with compassion, dignity, respect, and individualized attention. An affiliation will allow Silverstone Living to collaborate with Webster at Rye, draw on each other's expertise and provide potential cost savings for goods and services. The proposed affiliation will also provide Hunt and Huntington employees additional opportunities for career growth, new career paths and the option to relocate to the seacoast.

Should the affiliation be approved by the NH Division of Charitable Trusts, Silverstone Living will become Webster at Rye's parent company. Silverstone's relationship with Webster will be the same as it is with the Hunt Community, The Huntington at Nashua and At Home by Hunt. The Boards of Silverstone Living and Webster at Rye have each concluded the affiliation will allow both organizations to enhance the quality and efficiency of services for their respective residents and sustain the charitable mission of each organization. The proposed affiliation is also supported by the Hunt Community and The Huntington at Nashua Boards of Trustees. We look at this affiliation as one New Hampshire nonprofit aiding another, to the benefit of both.

## Project Recap

# External Communications

**Audiences:** *Webster at Rye and Silverstone Living peer organizations, local/state officials, Webster vendors, Silverstone business partners*

*Memos delivered via email/hand delivered*

Dear \_\_\_\_\_,

I am writing to let you know that Webster at Rye and [Silverstone Living](#), which operates the Hunt Community and The Huntington senior living facilities in Nashua, as well as At Home by Hunt, a service for active seniors who wish to age in place, have signed a letter of intent to affiliate. Like Webster at Rye, Silverstone Living is a highly respected, NH-based, non-profit organization. It has been serving seniors and their families since 1899.

I wanted you to be among the first to know, as a community leader and neighbor. We are also informing residents, families and staff today, and holding a public listening session this Thursday, Sept. 29<sup>th</sup>, 6:00 pm at Wentworth by the Sea hotel. Silverstone CEO Brian Newman will join Webster at Rye administrator Todd Fernald and me, as well as officers of both boards, to provide information about the proposed affiliation and to answer questions.

The session will also be offered virtually via Zoom. For information and to register, click here:

<https://www.websteratrye.com/affiliation>

Of course, I am happy to directly answer any questions you may have, at [targue@websteratrye.com](mailto:targue@websteratrye.com) or (603) 964-8144.

The pandemic has been extremely challenging for senior living facilities such as Webster at Rye. Our board of trustees and Silverstone's agree that affiliation will allow our organizations to enhance the quality and efficiency of services for our respective residents and sustain the charitable mission of each organization long into the future.



# Publicity – Media Advisory

## Target media:

- Seacoast Media / Seacoastonline
  - Portsmouth Herald
  - Foster’s Daily Democrat
  - Weekly papers
- Union Leader
- Concord Monitor
- Granite State News Collaborative
- NH Bulletin
- NH Business Review
- Business NH Magazine
- WMUR
- NH Public Radio



### **MEDIA ADVISORY**

For Planning Purposes

**September 26, 2022**

#### **Contact :**

Sydney Ford, Montagne Powers

M: 603-785-8999

[sydney@montagnepowers.com](mailto:sydney@montagnepowers.com)

### **Webster at Rye and Silverstone Living to Hold Public Listening Session on Proposed Affiliation Thursday, September 29**

#### **WHAT:**

Webster at Rye, a senior living community serving Seacoast-area residents and families, and Silverstone Living, which operates Hunt Community and The Huntington senior living facilities along with the At Home by Hunt program, will hold a public listening session to discuss a proposed affiliation of the two non-profit organizations. Leaders from both organizations will explain the proposed affiliation, accept comments and answer questions from the public.

The public listening session will be presented in a hybrid format – in-person and online via Zoom – therefore pre-registration is required. Those who attend virtually will be able to offer questions and comments.

#### **WHO:**

Tom Argue – Chief Executive Officer, Webster at Rye

Todd Fernald – Administrator and Human Resources Director, Webster at Rye

Brian Newman – Chief Executive Officer, Silverstone Living

Brendan Williams – President and CEO, NH Health Care Association

Webster at Rye and Silverstone Living Boards of Trustees Members

## Project Recap

# Advertising Placement

# Portsmouth Herald

- Print edition: Tuesday-Thursday (September 27-29)
- ¼ page vertical, color (4.91" X 9.95")

## PLEASE JOIN US FOR A PUBLIC LISTENING SESSION

Webster  
AT RYE



Silverstone  
LIVING

Webster at Rye and Silverstone Living invite you to learn how their proposed affiliation will benefit Seacoast residents.

Thursday, September 29, 2022 at 6:00 pm  
Wentworth-by-the-Sea  
Grand Ballroom  
588 Wentworth Rd., New Castle, NH  
and online via Zoom

Pre-registration required to attend in-person or virtually via Zoom. For information and to register, visit [websteratrye.com/affiliation](http://websteratrye.com/affiliation).

## NATION & WORLD

DOW: 20, 134.00 NASDAQ: 10,620.50 SP 500: 1,647.26  
▲ 23.20 (16.22%) ▲ 23.20 (16.22%) ▲ 17.75 (1.11%)

### All charged up: Plans for EV stations approved

States receive OK to build highway charging network

Hope Ver  
ASSOCIATED PRESS

WASHINGTON — Attrition, potential car buyers. New electric vehicle charging stations are on their way to highway locations near you.

All 50 states received final approval Tuesday to begin construction on a first nationwide network of EV charging stations that place one roughly every 50 miles along interstate highways, part of the Biden administration plan to speed widespread adoption of zero-emission cars.

The Transportation Department said it approved EV charger plans from a list of 17 states, triggering the release of \$1.5 billion in federal funds to all jurisdictions nationwide — or \$1 billion over five years — to install or upgrade chargers along 75,000 miles of highway from coast to coast, with a goal of 200,000 EV



The Biden administration's intentions are to make electric vehicles accessible to everyday Americans. (JULIO HONDA/THE OLYMPIAN/REUTERS)

charging stations. The largest cities to the most rural communities — can be positioned to unlock the savings and benefits of electric vehicles.

The approval is a major step toward building widespread acceptance and use of electric vehicles among consumers, who most often express hesitancy over EV's shorter range and limited availability of public chargers. President Joe Biden has set a goal that 50% of new U.S. car sales be electric by 2030, and his administration says it has made

next year of up to \$7,500 as making electric vehicles accessible for everyday Americans. Still, the five-year plan suggests a potentially long and bumpy road ahead for a highway EV network, with states citing risks such as a lack of electricity grid capacity, supply chain shortages and equity concerns.

While Texas, California and Florida say their grid should be able to handle

EV's, other states won't so sure. "Capacity will become a concern in future years as charging infrastructure and EVs become more ubiquitous," New Mexico said in its plan.

Vermont wrote that "Unmanaged or unplanned fast EV charging could cause utilities to incur significant costs to maintain grid reliability and create challenges for grid operators," and that some locations "may also necessitate intensive grid upgrades and build-out."

Mississippi cited potential shortages of EV charging station equipment, which it said "may cause significant setbacks" in construction. Several states also expressed concern that they would not be able to acquire charging stations that meet the American-made goals.

"It may delay implementation by several years," New Jersey officials

### US: Foreign vessels seen near Alaska

Mark Thiessen  
ASSOCIATED PRESS

ANCHORAGE, Alaska — A U.S. Coast Guard ship on routine patrol in the Bering Sea came across a guided missile cruiser from China, officials said Monday.

But it turned out the cruiser wasn't alone as it sailed about 60 miles north of Alaska's Kiska Island on Sept. 19. Two other Chinese naval vessels, including a destroyer, were spotted in single formation, the patrol boat, known as a cutter called Kinkaid, discovered.

The Honolulu-based Kinkaid, a 488-foot vessel, observed as the ships broke formation and dispersed. A C-130 Hercules provided air support for the Kinkaid from the Coast Guard station in Kodiak.

"While the formation has operated in accordance with international rules and norms, we will meet presence with presence to ensure there are no misperceptions to U.S. interests in the real-time environment around Alaska," said Rear Adm. Nathan Moore, Seventh Fleet's Coast Guard District commander.

The Coast Guard said Operation Freedom Sentinel guidelines call for meeting "presence with presence" when strategic competitors operate in and around U.S. waters. The Kinkaid will continue to monitor the area.

The Chinese and Russian formations came a month after NATO Secretary-General Jens Stoltenberg warned about China's interest in the Arctic and Russia's military buildup there.

## PLEASE JOIN US FOR A PUBLIC LISTENING SESSION

Webster  
AT RYE

Silverstone  
LIVING

Webster at Rye and Silverstone Living invite you to learn how their proposed affiliation will benefit Seacoast residents.

Thursday, September 29, 2022 at 6:00 pm  
Wentworth-by-the-Sea  
Grand Ballroom  
588 Wentworth Rd., New Castle, NH  
and online via Zoom

Pre-registration required to attend in-person or virtually via Zoom. For information and to register, visit [websteratrye.com/affiliation](http://websteratrye.com/affiliation).



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## Project Recap

# Website – Pre-Event

[www.websteratrye.com/affiliation](http://www.websteratrye.com/affiliation)

Landing page provided information about the proposed affiliation and public listening session.

- Link to [letter of intent \(LOI\)](#)
- Links to register to attend listening session ([in-person](#) / [virtual](#))

The screenshot shows the website for Webster at Rye. The header includes the Webster at Rye logo, a phone number (603) 964-8144, and a 'Schedule a Tour' button. The navigation menu includes: HOME, ABOUT, CARE OPTIONS, NEWS & EVENTS, JOIN OUR TEAM, DONATE & VOLUNTEER, TESTIMONIALS, and CONTACT. The main content area features a large image of a living room. Below the image is the title 'Webster at Rye – Silverstone Living Public Listening Session'. The text describes the affiliation between Webster at Rye and Silverstone Living, mentions a public listening session on Thursday, September 29, 2022, at 6:00 pm, and provides registration links for in-person and virtual attendance. A quote on the right side reads: 'Webster offers the best care of any facility.' The footer includes a site search bar, a list of links (FAQ, HIPAA, ACCESSIBILITY, NONDISCRIMINATION, PRIVACY & TERMS, REPORT A CONCERN / GRIEVANCE, SITE MAP), a language dropdown set to English, and a copyright notice for 2022 Webster at Rye.

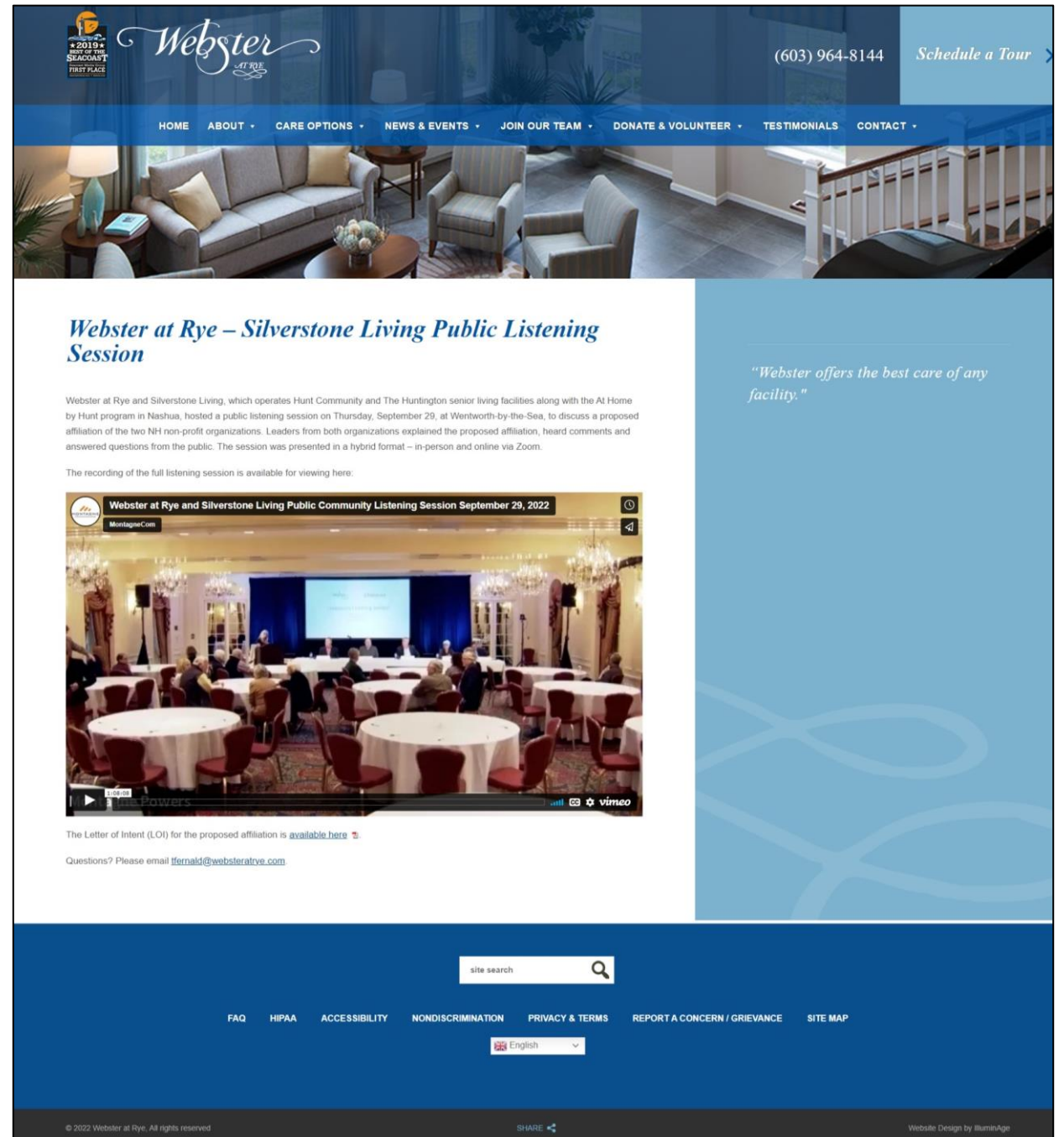
## Project Recap

# Website – Post-Event

[www.websteratrye.com/affiliation](http://www.websteratrye.com/affiliation)

Landing page updated to provide information about the proposed affiliation and public listening session.

- Link to [Webinar Recording](#)
- Link to [letter of intent \(LOI\)](#)



## Project Recap

# Listening Session

Webster at Rye and Silverstone living held a public listening session on Thursday, September 29, 2022. Leaders from both organizations shared their vision for the affiliation and took questions and comments from members of the audience – in-person and virtual (via Zoom).

### Attendees:

- In-person: 22
- Virtual: 42

### Panelists:

- **Tom Argue** – Chief Executive Officer, Webster at Rye
- **Todd Fernald** – Administrator and Human Resources Director, Webster at Rye
- **Brian Newman** – Chief Executive Officer, Silverstone Living
- **Linda Toumpas** – Trustee, Webster at Rye
- **Rob Prunier** – Board Vice-Chair, Silverstone Living

### Moderator:

- **Tracy Caruso** – The Spradling Group



## Project Recap

# Listening Session *Eventbrite – In-Person*

13 Registrations

Sep 29

# Webster at Rye and Silverstone Living Public Listening Session (In-Person)

## About this event

Webster at Rye, a senior living community serving Seacoast-area residents and families, and Silverstone Living, which operates Hunt Community and The Huntington senior living facilities along with the At Home by Hunt program for active seniors who wish to age in place, will hold a public listening session to discuss a proposed affiliation of the two non-profit organizations. Leaders from both organizations will explain the proposed affiliation and will accept comments and answer questions from the public.

The public listening session will be presented in a hybrid format – in-person and online via Zoom – therefore pre-registration is required. Those who attend virtually will be able to offer questions and comments.

This registration is for those who plan to attend the Webster at Rye and Silverstone Living listening session in-person.

By Webster at Rye and Silverstone Living

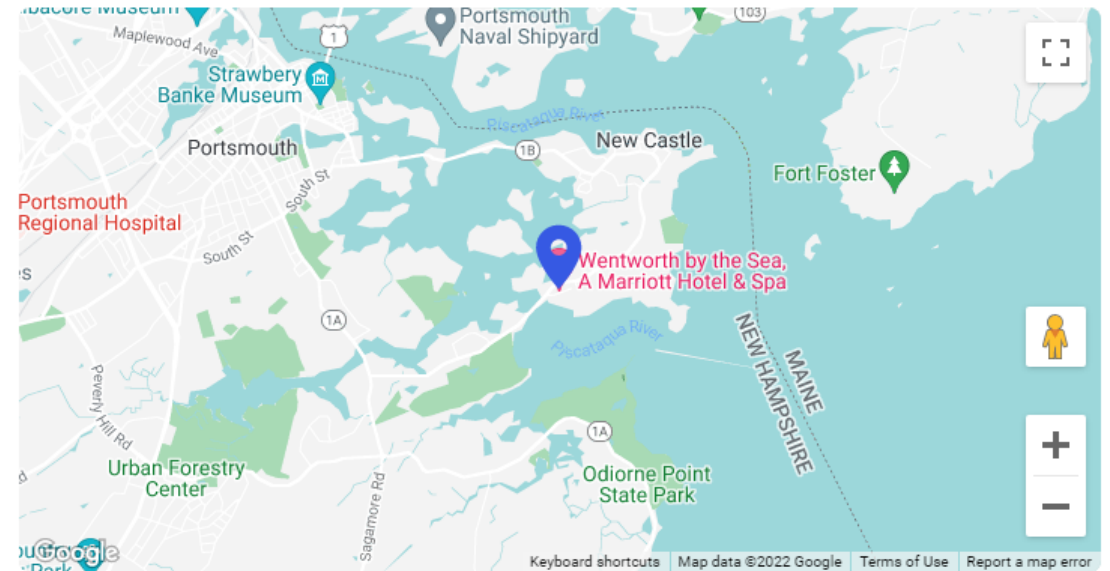
Follow

## When and where

**Date and time**  
Thu, Sep 29, 2022, 6:00 PM EDT

**Location**  
Wentworth-by-the-Sea, Grand Ballroom  
588 Wentworth Road New Castle, NH  
03854

Hide map ^



## How to get there



## Project Recap

# Listening Session *Eventbrite – Virtual*

67 Registrations

Sep 29

## Webster at Rye and Silverstone Living Public Listening Session (Virtual)

### About this event

Webster at Rye, a senior living community serving Seacoast-area residents and families, and Silverstone Living, which operates Hunt Community and The Huntington senior living facilities along with the At Home by Hunt program for active seniors who wish to age in place, will hold a public listening session to discuss a proposed affiliation of the two non-profit organizations. Leaders from both organizations will explain the proposed affiliation and will accept comments and answer questions from the public.

The public listening session will be presented in a hybrid format – in-person and online via Zoom – therefore pre-registration is required. Those who attend virtually will be able to offer questions and comments.

This registration is for those who plan to attend the Webster at Rye and Silverstone Living listening session virtually via Zoom.

By Webster at Rye and Silverstone Living

Follow

### When and where



#### Date and time

Thu, Sep 29, 2022, 6:00 PM EDT



#### Location

Online

[Access link](#)

## Project Recap

# Addendum Index

- Memo to Webster at Rye residents & families
- Memo to Silverstone Living residents & families
- Memo to Webster at Rye employees
- Memo to Silverstone Living employees
- Memo to Rye public officials
- Advertising Placement
- Media Advisory
- Final Eventbrite In-Person & Virtual Registration List





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