

Review

FALL
2018

{ A SPECIAL MESSAGE FROM THE BOARD CHAIR }

Important Work Underway to Preserve our Mission

AS ALWAYS, The Redwoods continues to be a vibrant, innovative, and inclusive community that is unique in the Bay Area. In 2017, we concluded several years of renovations, adding to the already special campus environment. At the same time, operating an independent senior community is becoming increasingly challenging—especially this year, as our costs are outpacing inflation and we are continuing to repay our Revitalization bonds.

We have a lot of important work underway to ensure a strong future, and are fortunate to have expert, visionary leadership to guide the organization, both in our Board of Directors, CEO Hunter Moore and the senior management. Two Task Forces were recently formed to take a strategic look at what people want in retirement communities—both today and in the future—and how we can position The Redwoods for ongoing success.

Preserving Our Culture and Mission

In addition, the Board has been working closely with the management team to examine our current operating finances. As a result, prudent steps are being taken to

"Prudent steps are being taken to ensure that we achieve a balance that preserves our culture, maintains our quality, and fulfills our mission of affordability."

ensure that we achieve a balance that preserves our culture, maintains our quality, and fulfills our mission of affordability. The fact is that our financial health is inextricably linked to our ability to fulfill our mission.

One of the steps was a very difficult decision for our Board. As of October 1, rents will increase over previous average increases. Some service fees have also been increased.

Although The Redwoods remains one of the most affordable rental senior communities in Marin, we acknowledge that any rent increase is significant and try to keep them to a minimum. Our residents have been fully apprised of the situation, and most are understanding. Their well-being is our top priority, and we are actively encouraging those for whom this may be a hardship to meet with their Resident Services Coordinator to discuss their situation, and to request financial assistance from

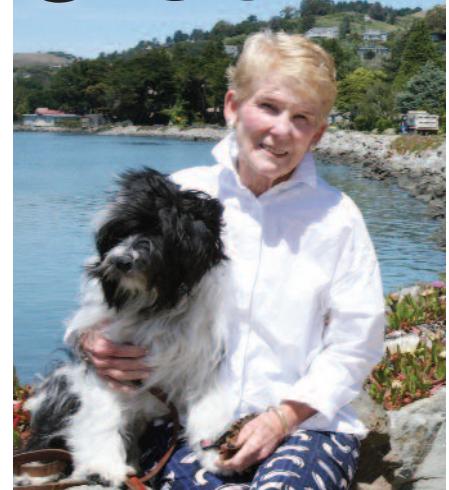


PHOTO BY ELLIOT KARLAN

our various rental assistance funds. (see page 6).

The balance of the adjustments are considerable expense controls. The team has already achieved a significant per day savings and further steps are being implemented throughout the year.

Other efforts are underway, including the creation of a *Hospice Center* in the Health Care Center to not only meet community need but to also address the national trend in low occupancy rates in skilled nursing facilities. (See page 3.) Additional ideas expressed by residents in our Town Hall meeting are also being explored.

We appreciate your understanding as we adapt to this changing environment. With your support, the Redwoods will continue to be one of the most outstanding and affordable senior communities in our area for many years to come.

CLAIRE McAULIFFE
President, Board of Directors



Change is Here to Stay— How the Redwoods is Preparing

Dear Friends,

OVER THE LAST FEW MONTHS, I have been fortunate to attend conventions sponsored by LeadingAge, the nation's top retirement research and advocacy organization for non-profits in the field of aging. What stood out for me was that the most pertinent issue for retirement communities right now is change—changing expectations, changing technologies, and changing populations.

For example, the Baby Boomer generation, which is now starting to think about retirement communities, is used to having access to technologies that get them what they want, when and where they want it. While many conference attendees were initially resistant to this concept, virtually every one of us was walking around with a device that allowed nearly instant access to all manner of information and connection. A cell phone is no longer just a phone, but offers us so much more. Who among us hadn't ordered from Amazon or requested an Uber or Lyft?

The world today is much different than it was even 10 years ago.

If we accept that we have changed our patterns, desires and demands, then the question remains: *How does this apply to retirement housing?* The answers are perhaps not surprising.

The average age of residents at move-in has gone up about 5 years, from 75 to 80 years old. Aging seniors increasingly have more options for support in their own homes, as well as easier access to

well-balanced, nutritious meals and social connections. Thus, the decision to move to a retirement community is put off until independence has decreased and the need for services is greater.

"The most pertinent issue for retirement communities right now is change—changing expectations, changing technologies, and changing populations."

In response, The Redwoods has adapted some of our apartment lifestyle offerings to better meet the needs of today's residents. We are investigating ways to provide additional supportive services to residents who live in Independent Living apartments, such as adding meals, housekeeping, linens, and a variety of additional services.

Across the US (and at The Redwoods), skilled nursing occupancy rates are dropping. The reason? A marked increase in recovery times through advancements in medicine and technology, combined with a significant rise in assisted living and growth of at-home service providers.

In our Health Care Center (HCC), we are working on creating Marin County's first and only inpatient hospice by converting some of the HCC rooms into private, hospice-specific rooms. (*See page 3.*)

There is a growing trend for information-sharing over the internet, often through Wi-Fi. Today, more people interact with their Kaiser physician through an electronic means rather than in person. As a

result, many believe that one of the next areas to boom is "tele-health." All of this will have a significant impact on the demands for internet services at retirement communities as well.

Earlier this year, we significantly upgraded our Wi-Fi. We have also been actively looking into enhancing our connection with residents, families and other community members through advanced technologies. One such innovation we are researching is an easy-to-use, voice-activated device that enables residents to more easily get information about programs, meals and activities at The Redwoods, and enabling them to connect with their families, friends and the vast array of services and amenities beyond our campus.

The Redwoods: always unique, always adapting. We realize that most people choose to move to The Redwoods for our unique and inclusive culture—the opportunity to socialize, exercise and engage in a meaningful life through the many classes, discussions, events, performances, programs and excursions we offer. Residents also enjoy access to nutritious, delicious meals, the security of a communal environment, and, a safety net of services that enables each to extend their independence.

An important part of preserving this wonderful culture of The Redwoods is ensuring our financial health—for without that, we cannot fulfill our mission. See the Special Message from our Board *continued on page 6*

Compassionate Care at The Redwoods

FOR OVER 46 YEARS, The Redwoods has been home for seniors living in independent, assisted, or skilled nursing. One new program, and one in the planning stages, are being added to the important services in the continuum of care—Our Vigiling Program, and a Hospice Center.

Vigiling Program Supports Residents at End of Life

Recently, The Redwoods launched a resident-driven program called Vigiling at Life's End (VALE). It has a simple mission: to provide a quiet, peaceful presence for those who are in the final hours of their life and who do not wish to be alone.

Last year, following a presentation by the Sacred Dying Foundation organized by the residents' Wellness Committee, 18 residents came forward to volunteer for a three-day vigil sitting training. Volunteers are trained to sit vigil at the bedsides of fellow residents who are actively dying, whether they live in independent, assisted or skilled nursing—or, in the future, at the Hospice Center.

Today, the VALE team is comprised of 16 dedicated residents and five vigils have been held since the program was initiated. Susan Leonard, a former psychotherapist and one of the counseling directors at Family Service Agency of Marin, and resident of The Redwoods, serves as coordinator.



"The Redwoods has all of the infrastructure built in to establish an excellent Hospice Center. The fit with our long-standing commitment to providing affordable care for seniors is a good and strong one."

—HUNTER MOORE, CEO

The entire team feels honored to be part of the program, and the families, as well as the residents who have passed, have all expressed gratitude for the help and comfort.

Hospice Center Planned at The Redwoods

The Center, which will be Marin's only inpatient hospice program, will provide compassionate, end-of-life care for residents of The Redwoods as well as community members. The driving philosophy: that expert, dignified, and supportive care in a peaceful setting will

allow patients, families and loved ones the opportunity to focus on each other during this often difficult time. Located in the Health Care Center building, the Center will initially consist of a few specially-renovated rooms, each with its own bathroom, a sitting area for visiting families and friends, and an outdoor sanctuary.

A Compassionate Alternative

The need for hospice services is well established and there are several excellent providers of in-home hospice services in Marin, but no inpatient hospice centers.

"The Center will provide individuals throughout the greater community who qualify for hospice care an appropriate environment for end-of-life care," reports CEO Hunter Moore.

continued on page 4

ABOUT THE REDWOODS: A free standing, not-for-profit and non-denominational senior community, our mission is to maintain a creative, affordable community that promotes good health, well-being and security. Located in Mill Valley, CA, we offer 4 levels of care, a variety of living style options, and an array of innovative programs. For More Information: 415-383-2741 * www.theredwoods.org * 40 Camino Alto, Mill Valley, CA 94941

Expanding Our Physical, Occupational and Speech Therapy Services

PHYSICAL, occupational and speech therapists are now available on site—a big “plus” for residents who previously may have needed to travel outside The Redwoods for care. Our clinicians, contracted with us through Rehab Alliance and licensed experts in their field, specialize in treating a wide variety of rehabilitation issues, including pain management, balance disruption, and difficulty with activities of daily living.



SPECIAL PROGRAMS INCLUDE:

POST-OPERATIVE REHABILITATION:

Hip/Knee Joint Replacements, Spinal Fusions, Rotator Cuff Repairs, Carpal Tunnel Release Surgeries

NEUROLOGIC DISORDERS:

Parkinson's Disease, Stroke, Multiple Sclerosis

ORTHOPEDIC CONDITIONS:

Osteoarthritis, Meniscal Tears, Sprains, Degenerative Disc Disease, Stenosis, Nerve Compression, Impingement Syndromes, Plantar Fasciitis, and Neuropathy

Anyone staying in our Health Care Center (HCC), whether a Redwoods resident or community member, is eligible for these services which are generally covered by Medicare if ordered by one's physician. Therapists are also available to residents in Independent Living and Assisted Living, and offer appointments either in Outpatient Rehab or, when appropriate, in residents' homes.

For additional information about the rehab department, please contact Courtney Weissensee at (415)383-1600 Ext. 314.

continued from page 3

“For some, living their final days at home makes perfect sense. For others, because they either live alone, have challenging pain management issues, or 24 hour family caregiving is difficult, it is not so easy. Also, many don't want to pass away at home. A hospice program in a peaceful setting that enables families to focus on quality time with their loved one. It can make a big difference in the quality of life as they live their final days.”

Moore further explains, although hospice centers exist in San Francisco and other parts of the State and the US, it is a challenge for many to affordably provide the oversight, management, meals and services. “Fortunately, The Redwoods has all of the infrastructure built in. The fit with our long-standing commitment to providing affordable care for seniors is a good and strong one.”

The Redwoods will work closely with highly respected hospice founders, operators, and licensed providers as we build a team of experts with hospice experience. We will also include those who have been the recipients of hospice services to ensure the broadest array of experiences.



Redwoods Residents in Action



Artist & Instructor Elizabeth Merriman Shares Her Joy

Earlier this year, Elizabeth Merriman, resident of The Redwoods since 2011, presented her artwork and personal story to a standing room-only crowd in the Auditorium prior to beginning a six-session Watercolor, Pen & Ink Journaling class. She taught 10 students (residents and community members) how to capture their travels and everyday living using pen, ink, and watercolor in their own personal journals.

Elizabeth's hope is that her students will be encouraged and motivated to continue journaling for years to come. She says, "Think joy, fun and freedom!"

Excursion to Marin Sanitary Service

Accompanied by mother-daughter volunteer team Nancy and June Bernstein, residents donned yellow safety vests for a behind-the-scenes tour of the Marin Sanitary Service in San Rafael. The tour included the Marin Recycling Center where central Marin residential and

commercial recyclable materials are processed, the Transfer Station where landfill bound garbage is transferred from neighborhood garbage trucks for transport to the Petaluma landfill, and the "Flying Can Ranch" where residents had fun visiting the pigs, chickens, and peacocks and learning how they contribute to sustainability. The pigs and chickens eat leftover food from grocery stores and the peacocks offer their beautiful display to visitors while scaring away scavenger birds including seagulls!



Scholarships Presented to College-Bound Students

Since 1991, The Redwoods Scholarship Fund has awarded over 125 scholarships to exceptional Marin high school seniors. This year, we received 47 applications from students from all of Marin's high schools. This spring, enough money was raised from among our residents to present seven \$3,000 scholarships to worthy students!

Each scholarship-winning student has achieved an impressive list of accolades and accomplishments; many will be the first in their family



Isabelle Khoo-Miller receives scholarship from resident Harriet Brinen

to go to college. Branson high school senior Isabelle Khoo Miller, one of the recipients, is part of a group that each week makes over 100 sandwiches for needy people in the San Francisco's Tenderloin District. Also, she has led a young women's discussion group on topics such as sexual assault, academic expectations, and eating disorders. Isabelle is off to The New School University in New York City in the fall. Congratulations to this future leader!

BEST SENIOR COMMUNITY

Voted "Best Senior Community in Marin" by readers of both the *Pacific Sun* and the *Marin Independent Journal* every year since the category was established.





The Redwoods drummers and Lindsay Hirata, our HCC Program Coordinator, have a great time each week keeping the beat!

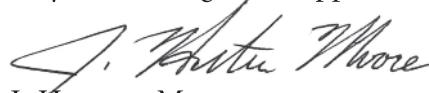
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Chair (page 1) for key steps that are underway.

As the old adage goes, “*there is no constant except change.*” The Redwoods team, residents, Board and friends recognize this and are actively working to keep our special community as relevant today as ever. We remain committed to adapting to the changing needs

and desires of those we serve and are actively seeking input from residents and their family members.

It should be an interesting time, and we hope we can continue to count on your blessings and support.


J. HUNTER MOORE,
Chief Executive Officer

Major Grant Supports Rental Assistance Program

THE MAY & STANLEY SMITH Charitable Trust, a long-time generous supporter of The Redwoods, recently announced a two-year \$60,000 grant for our SHARE (Support Housing Assistance at The Redwoods) Fund. Supported by individuals and foundations who believe deeply in our commitment to maintain a community,

the Fund is accessible to all residents regardless of their income.

“Our SHARE Program offers residents a safety net in the event that their economic circumstances become strained,” explains CEO Hunter Moore. “The funds provide critical financial support to residents whose resources are depleted beyond their control or are faced with unexpected expenses, and will be a particularly helpful resource as we implement the planned rent increase.”

The Redwoods is grateful to all of the donors to The SHARE Fund, and especially to The May & Stanley Smith Charitable Trust. For information on how to donate to the SHARE Fund, please call Hunter Moore, CEO at 415-383-2741.

Estate Planning is for Everyone!

DO YOU WANT TO MAKE a lasting and meaningful difference for The Redwoods? Planned Gifts from your estate use current tax laws to maximize your gift’s impact and return financial benefits to you. This enables you to make larger gifts than you could make from your income alone, maximize your donation and minimize its impact on your estate.

The simple fact is, estate planning is for everyone, regardless of age or assets. A well-crafted estate plan allows you to protect the people and causes you care about most, no matter what. The Redwoods is a perfect cause to invest in! We have dedicated over 45 years to taking care of our senior population and stayed true to our mission to provide affordable housing in a community setting full of possibilities! Your investment matters.

For more information about how to create your own legacy and provide for The Redwoods in your estate plans, please visit our website at theredwoods.org and click on Ways To Give/Planned Giving & Estate Gifts, or contact Hunter Moore, at 415-383-2741, or hmoore@theredwoods.org.



Business Partnership Opportunities Abound!

WITHOUT A DOUBT, you have seen The Redwoods shuttle bus out and about town—visible evidence of our commitment to offering easy and free community access to our residents. Every week, our two shuttles transport residents all over Marin for medical and dental appointments, shopping trips, as well as fun excursions to San Francisco and East Bay museums, performances, restaurants, and scenic drives. It's very popular, so we recently purchased a new shuttle bus and refurbished the original bus.

Our re-launched Business Sponsorship program, which supports The Redwoods' Annual Fund, is now in full swing! Local businesses have the opportunity to partner with us in a variety of ways, including providing this vital transportation service. In return for financial support, business partners are given highly visible signage on the back and sides of one of the buses and also receive a number of other benefits, including listings in our newsletter and on social media.

About our Annual Fund

The Redwoods' 340 active and engaged seniors are a socio-economically diverse group with about one third receiving some type of financial assistance.

The core of our mission is to provide affordable housing to our senior population. The programs supported by our year-round Annual Fund, which include organic gardening, rhythm and balance classes, guest speakers and musical offerings, help our residents thrive and remain dignified

and engaged as they age. Donations to our business sponsorship program help fund these programs as well as our free shuttle service.

Recognizing Our Business Sponsorship Heroes

Our heartfelt appreciation to the following business partners who have recently participated in the Annual Fund:



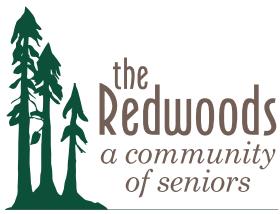
BANK OF MARIN provides insight, guidance and support tailored to Bay Area businesses. They show their strong community commitment with investments in many non-profit organizations, not only through banking and lending services but also with financial contributions and employee volunteerism.

THE ROTARY CLUB OF MILL VALLEY is part of a global network whose mission is to take action to create lasting change across the globe, in our communities, and in ourselves. Rotary members use their passion, energy, and intelligence to take action on sustainable projects.



MARIN CLEAN ENERGY addresses climate change by reducing energy-related greenhouse gas emissions by supplying renewable energy. Since 2010, MCE-supplied energy has eliminated 185,000 metric tons of greenhouse gas emissions, supported 2,800+ California jobs and saved over 7.7 million gallons of water.

To learn more about Business Sponsorship opportunities and benefits please contact the Fund Development Department at (415) 383-2741



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HUNDREDS of individuals of all ages volunteer at The Redwoods. But did you know that families also help out? Tess and Mike Brown and their teenage son Parker have been volunteering at The Redwoods since 2015. Parker began volunteering as part of Marin Catholic high school's community service program, first helping with data entry and then calling bingo games.

Parker never imagined he would continue far past the school's 100 hour requirement. "When I first started, I didn't think I would end up volunteering so much," he reports, "but after the first few months, we began seeing other ways we could help out." Since Mike and Tess were driving Parker

Volunteering at The Redwoods. It's a Family Affair!

to The Redwoods, they decided that they would all volunteer.

In addition to helping with bingo and special events, the Parkers also participate in our Walkabout program, where they take wheelchair-bound residents from our Health Care Center on a stroll around the campus. For some, this is one of the highlights of their day!

"On our walks they tell us where they are from, their success stories, and about their siblings. When I am older I want to bring the same amount of insight as these people bring," remarks Mike.

Tess agrees, "We've been volunteering since June of 2015. It's one way of doing something together as a family - and more. We have a commitment to share our time with the seniors at The Redwoods. It is our own little way of doing something for the community and also a reminder that someday we

"When we get old, we hope we would also be visited by volunteers to brighten our day."

—TESS BROWN, VOLUNTEER

will get old. When that day comes, we hope that we would also be visited by volunteers to brighten up our day."

"We are grateful that the Brown family chose to share their joy and compassion with The Redwoods community," says Noreen McKeon, Director of Programs & Volunteers.

INTERESTED IN VOLUNTEERING?

If you or your family would like to learn more about opportunities to volunteer at The Redwoods, please contact Peggy Gallagher, our Community Engagement Coordinator at (415) 383-2741 x257 or pgallagher@theredwoods.org