

The Affiliation of Souderton Mennonite Homes and Dock Woods Community

October 23, 2008

update



Dear Employees, Residents and Family Members:

The process of affiliating Souderton Mennonite Homes (SMH) and Dock Woods Community (DWC) continues to go well. The attached letter from Leon Moyer and James Rittenhouse describes some of the current steps that are happening in this process.

For the past few months I have been seeking input from various persons or groups regarding a leadership plan that will provide the best opportunity for the near-term and long-term success of our organizations and our affiliation. This has been a very rewarding time for me, particularly as I have been able to interact with persons at Souderton Mennonite Homes. I have been impressed with the leaders in both organizations and have found residents to be open and accepting. In short, it has affirmed the wisdom of our boards to affiliate these two excellent communities.

After evaluating various approaches to a leadership plan that would support our operations and our affiliation, I have settled on an approach that keeps the current operational leadership structure in our organizations intact for the next 6 to 12 months. This will allow more time for us to widen the circles of interactions between SMH and DWC, while providing a process to work at joint opportunities and supporting our strong operations.

As noted in the attached letter from Leon Moyer and James Rittenhouse, Orville Yoder will be leaving his interim role at SMH by December 31, 2008. Orv and I will determine the timing of this transition. Subsequent to his leaving, I will be spending the majority of my time at SMH, working out of Orv's current office. This will enhance my ability to expand my knowledge of SMH as I give operational oversight to both SMH and DWC. This structure is possible in the near-term because of the strong operational leadership at both SMH and DWC.

In order to more comprehensively accomplish our affiliation work, I will be expanding the Integration Task Force (ITF) to include Brent Nafziger, Operations leader at DWC and Rick Kratz, Marketing and Admissions Manager at SMH. I will continue to chair this group as we focus our attention on opportunities for our affiliation.

In the longer term (after 6 to 12 months), a leadership structure will be developed that addresses the needs of our respective communities and the work we do together. It is anticipated that this long-term plan will include the opportunity to place campus administrators at each community, thereby providing appropriate operational leadership in our respective organizations.

This phased approach to our organizational planning allows more time for us to develop stronger relationships between our communities, and develop collaborative approaches to our affiliation work.

In summary, the current leadership groups will remain intact in our respective communities for the next 6 to 12 months. I will be chairing the Senior Leadership Team at DWC and the Administrative Team at SMH. In addition, I will be providing leadership to the Integration Task Force as we work at integration activities. A graphical illustration of this plan is attached for your review.

As part of our relationship building, I invite you to drop in at one of the following times where I will be available for one-on-one or small group interaction. I would welcome an opportunity to meet you and discuss our affiliation in more detail.

Monday, October 27, 2008, at SMH

STAFF 2:30 to 3:30 p.m., Fellowship Room

Friday, October 31, 2008, at SMH

RESIDENTS 10:00 to 11:00 a.m., Fellowship Room

Friday, October 24, 2008, at DWC, Towamencin Campus

RESIDENTS 10:00 to 11:00 a.m., Conference Room A

Friday, October 24, 2008, at DWC, Dock Meadows Campus

STAFF & RESIDENTS 2:30 to 3:30 p.m., Private Dining Room

Friday, October 31, 2008, at DWC, Towamencin Campus

STAFF 2:30 to 3:30 p.m., Conference Room A

Thank you for your ongoing support of the affiliation process. For those at SMH, I look forward to getting to know you better through this transitional leadership time. If you have any questions or comments that you would like to share with me, please contact me at 215.368.4438 or ebrubaker@dockwoods.com.

Sincerely,

Edward D. Brubaker, NHA

President/CEO

Dock Woods Community



Dock Woods Community

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