



750 Weaver Dairy Road (800) 518-9333
Chapel Hill, NC 27514 www.carolwoods.org
www.facebook.com/carolwoodsretirementcommunity

Nonprofit Org.
US Postage
PAID
Chapel Hill, NC
Permit 258

2019 The Spirit of CAROL WOODS



Carol Woods is an accredited, not-for-profit community.





The Spirit of CAROL WOODS 2019

LEADERSHIP

- 4** **Helping to Shape the Future of Aging Services** — Carol Woods provides a meaningful site for education and research in the field of aging.
- 8** **Prioritizing Inclusiveness Outreach** — We are a welcoming community and commit resources to fostering diversity.
- 10** **Challenging Traditional Thinking about Dementia Support** — Residents remain an integral part of our community even if they experience significant cognitive changes.

Letter from the Board Chair & CEO3

15 **Annual Report** — Notes and financial highlights from the past year.

Carol Woods by the Numbers	16
Recognitions and Designations	18
Financial Status at a Glance.....	20
Board of Directors.....	23
Social Accountability: Making a Positive Impact in the Lives of Older Adults	26
The Carol Woods Charitable Fund: Community Mission Development Fund	30
Donor Listing	33

Letter from the Board Chair & CEO

LEADERSHIP



A resident created the “Carol Woods Bright Light Award” to recognize the certified nursing assistants who embrace and embody the Carol Woods title of Resident Life Specialist. The criteria for this award include authentically knowing and engaging with residents and leading by example.

MISSION STATEMENT

Carol Woods shall be a charitable, not-for-profit corporation meeting the needs of older adults for housing, health, well-being and protection of financial security.

The mission of Carol Woods shall be to provide a safe, healthful and secure environment for persons throughout their later years, as well as to engage in cooperative research, development and education in areas encompassed by the mission. High-quality residential living and health services shall be provided according to individual needs. Residents’ ongoing needs to maintain and promote health and well-being shall be supported through the provision of appropriate resources. Carol Woods shall encourage diversity, residents’ leadership, and participation in and service to Carol Woods and the larger community. Carol Woods shall also foster a high-quality work experience for staff and facilitate staff development that embodies the values and mission of the organization.

At Carol Woods, our commitment to living our mission enables us to be a leader in the field of aging. Central to our mission is contributing to aging-related research, embracing inclusion, supporting each individual in his or her journey of living a fulfilling life, creating a great place to work and giving back to the greater community.

One way we live our mission is our dedication to shaping the future of aging services. There is a critical need to develop a high-quality workforce for the growing older adult population. In 2018, we showed more than 250 students the value of person-centered support and meaningful engagement with residents. Meanwhile, we explore every aspect we can to make Carol Woods a great place to work for our existing staff.

We also prioritize inclusiveness as an organization. Nearly our entire marketing budget is devoted to increasing awareness of Carol Woods among traditionally underrepresented groups. We are building relationships and sharing information about the benefits of life at Carol Woods, confident in the knowledge that diversity enriches community life.

Our embrace of the value of inclusiveness extends to our residents living with dementia. Resisting the segregated memory care trend, Carol Woods has been dementia-inclusive since



we first opened our doors in 1979. Over this past year, we have been actively engaged in a research initiative to support the well-being of our residents living with dementia as well as the well-being of our entire community. We will share these results with a national audience so others may learn about our journey and benefit from the research.

As part of our mission to help older adults in the greater community, we support important work done by local government and community organizations. In the Social Accountability section, you can learn about the scope of our contributions.

We hope you will enjoy reading about what we have been doing on campus and beyond. We are proud of our Board’s, residents’ and staff’s dedication to making Carol Woods a leader in aging and a great place to live and work.

– Jack Evans, Board Chair, and Pat Sprigg, President and CEO

LEADERSHIP

Helping to Shape the Future of Aging Services

As part of our commitment to making a positive impact for older adults now and in the future, Carol Woods provides students and faculty with a meaningful site for education and research in the field of aging. In 2018, we welcomed over 250 students from the middle school to post-doctoral level, setting a Carol Woods record for the number of students we have hosted.

UNC NURSING STUDENTS AND GERIATRIC FELLOWS

Carol Woods partners with the UNC School of Nursing to provide educational opportunities for undergraduate and graduate nursing students. In 2017–2018, graduate students undertook a quality improvement project on pain management practices in the higher levels of support. Students conducted stakeholder interviews,

did data analysis and participated in nursing education and on-the-floor coaching. A doctoral student presented the findings from this project at the 2018 Annual Scientific Meeting of the Gerontological Society of America.

At the undergraduate level, in 2018, two cohorts of nursing students did public health fieldwork at Carol Woods, working with residents as mentors. They developed interventions on topics such as dementia, end-of-life support and



Carol Woods hosted students from UNC School of Physical Therapy to give them experience working with older adults. Students administered fitness and balance assessments to our residents in the Fitness Center.

grief. One of the resident-mentors, Joe Clontz, met weekly with students: “The students peppered fellow mentors and me with questions so they could achieve the best results possible when they chose their intervention. It was a lot of fun for me because it had been years since I’d had this kind of interaction with this age group. They reminded me of the students I had worked with during my career.”

Carol Woods also provides funding and a clinical site for geriatric fellows from UNC Geriatric Medicine. The fellows learn the skills they need to care for older adults in a variety of settings, including outpatient clinics, assisted living and skilled nursing environments. Jill Watson of UNC Geriatric Medicine’s fellows program says of Carol Woods’ support, “There are not enough geriatricians in this country. We need to train more — as many as we can — as the aging population increases. The opportunity Carol Woods is giving our program is fundamental to our being able to work toward this goal.”

CERTIFIED NURSING ASSISTANTS

For certified nursing assistant training, we work closely with Durham Technical Community College. Twice a year, students from Durham Tech spend a month in our higher levels of support, shadowing our resident life specialists. It is an opportunity for the students to focus on building relationships with residents within the context of applying the skills they have learned in class.

We encourage students to take time to get to know residents and their preferences, an experience they do not often get in other care settings. Resident Life Coordinator Jessica Fines-Crawford says, “We love our relationship with Durham Tech and regularly hire students who have done clinical training here. Students learn we are a great place to work and value

SHAPE THE FUTURE continued on page 6



Nursing students worked closely with residents to conduct assessments and develop interventions for their public health fieldwork.

our emphasis on putting relationships with residents first.”

Hosting students is a valuable opportunity for recruitment — as evidenced by our hiring of students who trained here in 2018 — but it is also an opportunity to educate students about our person-centered approach. While we hope students’ experiences at Carol Woods inspire them to choose to work at Carol Woods or other long-term care settings, we also know the person-centered education they experience with us helps them better serve the needs of older adults in general.

RESEARCH ON CAMPUS

Along with our support of student training, we host researchers who work closely with our residents. In fact, it’s our resident-run research advisory committee that recommends approval for studies on campus. Michael McVaugh, chair of the research advisory committee, describes residents’ motivation to participate: “I’m sure some residents take part in the research studies because they recognize the possible benefits the research may have, if not for today’s Carol Woods, then for Carol Woods five or ten years from now. But I’m equally sure a lot of residents take part because they find them fun to do. The studies are varied — this

year’s approved projects ran the gamut from occupational therapy to the neuroscience of memory to applied biomechanics. The studies are also stimulating and just challenging enough to leave you with a sense of satisfaction when you finish.”

As a site where researchers can collect meaningful data, we are proud to play a role in advancing research that helps older adults. Jason Franz, director of the Applied Biomechanics Laboratory at the Joint Department of Biomedical Engineering at UNC-Chapel Hill and NC State, says of his team’s experience conducting studies on campus, “It has been our absolute pleasure to work with Carol Woods residents across

many different research studies as we seek to enhance mobility and prevent falls in our aging population. We have made incredible discoveries that would not have been possible without their support and participation.”

With our education of students, workforce development and support of research on campus, Carol Woods is working to help shape a future where the care and support of older adults is provided by well-trained care partners and based on high-quality research. Beyond our campus, our hope is that person-centered care, focused on the dignity and agency of the individual, becomes a widely adopted standard for supporting the well-being of older adults. **SW**



(At left) Carol Woods hosted aging services providers for the Certified Eden at Home Associates training, which emphasizes person-centered care and support. We view promoting this approach as part of our mission.

(At right) As part of our workforce development efforts, Carol Woods sponsored and helped organize the inaugural 2018 Orange/Durham Direct Care Workforce Summit. Aging service providers, direct care workers, local educators, workforce development representatives and policy and research experts gathered to discuss the challenges and opportunities for improving the recruitment, retention and training of direct care workers.



LEADERSHIP

Prioritizing Inclusiveness Outreach

Carol Woods is dedicated to fostering an inclusive and engaged community where differences are respected and celebrated. Our residents and staff have helped build our reputation as a welcoming community, and we continue to seek opportunities to raise awareness of Carol Woods among traditionally underrepresented groups. In fact, in 2018, 99 percent of our advertising and sponsorship dollars were spent solely on our inclusiveness efforts.

OUTREACH TO AFRICAN AMERICANS

Across the state, a major contributing factor to the lack of racial and ethnic diversity at continuing care retirement communities (CCRCs) is limited experience with the CCRC model, as confirmed by a recent research project led by UNC-Chapel Hill Professor Jim Johnson. LeadingAge North Carolina commissioned Professor Johnson and his colleagues to report on awareness of and interest in CCRCs as a retirement option among African Americans in North Carolina.

Working with our inclusiveness task force composed of residents, board members, a Priority List member and staff, Johnson and his colleagues developed an interview protocol to conduct focus groups with African American older adults statewide, including a focus group at Carol Woods. One important takeaway from what the research team learned is that CCRCs can and should do more to increase awareness among African Americans of the financial and health care benefits of a continuum of care model. We are committed

to doing this work to build relationships and share information.

As part of our efforts to build awareness among African Americans of Carol Woods and what we offer, we have significantly changed our approach to sponsorships during the past few years. We now sponsor the annual Chapel Hill-Carrboro NAACP Freedom Fund Banquet, the annual University/Community Martin Luther King Jr. Memorial Banquet, the annual UNC Black Alumni Reunion's Light on the Hill Society Awards Gala and Justice Theater Project's Black Nativity performances. We chose these sponsorships largely based on recommendations by residents who had already been attending for years. At all of these sponsored events, residents participated, sharing information about life at Carol Woods.

In addition to our outreach specific to African American older adults, we have chosen to focus our advertising and sponsorship budget on publications and venues that reach racially and ethnically diverse audiences. Ultimately, though, it's our residents who best communicate our welcoming values. Resident Lelia Hamilton

stayed at Carol Woods for three weeks before moving here and succinctly states her reason for choosing Carol Woods: "I got to know the people." She researched communities all over the country before deciding on Carol Woods and says, "When I saw residents' acceptance of same-sex couples, I felt reassured people at Carol Woods would accept me as an African American woman."

LGBTQ OUTREACH

Carol Woods has long been known as welcoming to the LGBTQ community. As part of our continuing outreach, we sponsor the North Carolina Gay + Lesbian Film Festival at the Carolina Theater and the Triangle Expo for LGBTQ Aging Adults, with residents volunteering at both events to answer questions about Carol Woods.

Resident Gordon Whitaker, who celebrated his wedding reception with Bob Hellwig in our Social Lounge, explains why he chose Carol Woods: "Before we moved here in 2009, Bob and I already knew that Carol Woods would welcome us as a gay couple. Although many communities might pressure folks to go back into the closet, we were confident that would never be an issue at Carol Woods. We were immediately accepted for who we are."


DIVERSE SPIRITUAL OPPORTUNITIES

Our diverse spiritual opportunities are an essential way we communicate inclusiveness



Residents Gordon Whitaker and Bob Hellwig celebrated their wedding reception in our Social Lounge.

to prospective residents. Residents throughout our campus are invited to ecumenical worship, Catholic and Protestant services, Quaker meetings, group meditation and Jewish observances. Resident Micky Levine says of her experience living at Carol Woods: "We have opportunities to continue with Jewish heritage and faith here. Residents have organized a Jewish film festival and literature group. We host a Passover Seder and also have a Shabbat dinner once a month. Even residents who aren't Jewish regularly join us. We learn from and respect one another."

Inclusiveness is a cornerstone value of Carol Woods and a guiding influence on everything we do. We embrace diversity in many forms, secure in the knowledge that diversity enriches community life and individuals thrive when they are welcomed and feel a sense of belonging. 

“Although many communities might pressure folks to go back into the closet, we were confident that would never be an issue at Carol Woods. We were immediately accepted for who we are.”
- RESIDENT GORDON WHITAKER

LEADERSHIP

Challenging Traditional Thinking About Dementia Support

Resisting the segregated memory care trend, Carol Woods has been supporting residents living with dementia in an inclusive setting since our opening in 1979. Residents move to Carol Woods to be part of a community and remain an integral part of our community even if they experience significant cognitive changes. We are committed to honoring each person's value, embracing difference and emphasizing the enduring power of relationships.

THE QUEST UPSTREAM

In 2018, a new research initiative — “The Quest Upstream: Carol Woods’ Journey to Support the Inclusion of People Living

with Dementia and the Well-Being of All Community Members” — underscored Carol Woods’ commitment to dementia inclusion. With an intentional turn away from reactive interventions, Carol Woods launched the

project to take the care and support of persons living with dementia upstream — to a place where well-being is proactively nurtured and the right to live freely is maintained and protected.

Carol Woods is working in partnership with Jennifer Carson, PhD, director of the Dementia Engagement, Education and Research program at the University of Nevada at Reno, on this participatory action research project. (Participatory action research brings together researchers and community members to identify issues and collaborate on interventions.) Two ideas are foundational to “The Quest Upstream”:

- Proactively addressing well-being decreases distress in residents living with dementia. Often distress is mislabeled as a “disruptive dementia behavior” when, instead, individuals are trying to communicate something important about what they need.
- Everyone within the circle of care needs to achieve a sense of well-being. The project’s

aim is to support the well-being of residents living with dementia, residents who are not experiencing dementia and care partners.

Central to the process in “The Quest Upstream” is a series of neighborhood retreats. (There are four neighborhoods, with two in skilled nursing and two in assisted living.) Each interactive neighborhood retreat engages community members in reflection and dialogue about domains of well-being described by the Murray Alzheimer Research and Education Program. Developed in partnership with people living with dementia, these domains include being me, being with, seeking freedom, finding balance, making a difference, growing and developing, and having fun.


By documenting and sharing what we learn through “The Quest Upstream” with a national audience, we seek to challenge traditional thinking and approaches to

CHALLENGING THINKING continued on page 12



“Being me” was the first well-being domain explored through the retreats. “Being me” is the domain of personal identity, of having the opportunity to express and have others recognize and honor who we are and what we value. Members of the Buildings 6 and 7 neighborhood developed a “This is Me” showcase to address this domain. The showcase highlighted and celebrated a community member each month, with participation by both residents and staff. Learning more about each other has enabled deeper connections among all community members.

dementia care and raise awareness of an inclusive alternative that is humane and life affirming. We hope for a day when all care partners are enabled to embrace the humanity of persons living with dementia and recognize that we all share very real needs for well-being.

As we continue to learn more about supporting well-being on our quest, we are deepening our appreciation of the value of collaboration and the beauty of empowering residents and staff to share their wisdom. Dementia support is complex, and each individual is unique. Together, we will find a better way forward, knowing the best ideas will come from our community itself. 



Carol Woods received a 2018 Facility Best Practice Award from Friends of Residents in Long-Term Care for our work on “The Quest Upstream.” The award honors Carol Woods “for providing exemplary programming which reflects person-centered values, supports the rights of residents and improves quality of care.”





ANNUAL REPORT 2018 Financial Highlights

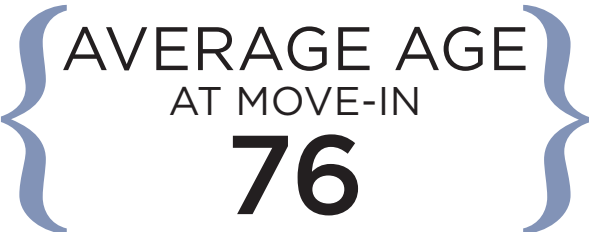
- In 2018, 30 new residents moved to the Carol Woods campus, including four who had been in our Early Acceptance program.
- In 2018, 11 people became off-campus residents under our Early Acceptance program.
- In July of 2018, Standard and Poor's (S&P) again reviewed Carol Woods' financial position and future plans. S&P reaffirmed Carol Woods' "A" rating and upgraded its outlook from "Stable" to "Positive." Carol Woods is one of only a handful of continuing care retirement communities across the country that carry an S&P rating of "A" or higher.
- In 2018, Carol Woods refinanced its \$39,570,000 in tax exempt bonds, terminated two existing swaps and replaced the two with a single swap enveloping the entire debt. The result of the refinancing was to achieve a fixed-rate financing at an annual rate of 3.08 percent for the next 15 years. At the end of the 15-year period, the bonds will be fully repaid.
- In 2018, Carol Woods also retired an additional \$2,190,000 of its long-term debt and invested in \$4,996,500 in capital improvements to its campus and facilities.

Carol Woods by the Numbers

(2018 Year-End Statistics)

ON-CAMPUS RESIDENTS

POPULATION **485**



30
NEW RESIDENTS



EARLY ACCEPTANCE RESIDENTS

POPULATION	AVERAGE AGE	AGE RANGE	NEW RESIDENTS
116	77	62-95	11





(Left to right) Carol Woods Resident Life Specialists Elaine Atkins, Maya Brown, Mary Ogoi and Claire Anderson were recognized at the 2018 Orange County SHARP Direct Care Worker Awards for the excellent care and support they provide residents.

RECOGNITIONS AND DESIGNATIONS

We are proud to share the recognitions and special designations awarded to our community in 2018:

- Carol Woods was designated a Holleran “Choice Community” in recognition of an exemplary culture of resident engagement. Holleran surveys engagement at senior living providers and awards the “Choice Community” designation to those communities that score in the top 15 percent of the more than 700 communities surveyed nationwide.
- Carol Woods was honored with the Facility Best Practice award by the Friends of Residents in Long-Term Care for our work with “The Quest Upstream,” our participatory action research initiative to support the inclusion of people living with dementia. The award recognized Carol Woods “for providing exemplary programming which reflects person-centered values, supports the rights of residents and improves quality of care.”
- The Orange County Department on Aging, in partnership with Senior Health Advocacy and Resource Partners (SHARP) of Orange County, honors direct care workers who make a positive impact in long-term care. At the 2018 Orange County SHARP Direct Care Worker Awards, Carol Woods Resident Life Specialists Claire Anderson, Elaine Atkins, Maya Brown and Mary Ogoi were honored for the excellent care and support they provide residents. Elaine Atkins won the Longevity Award, and Maya Brown won the Client Impact Award.

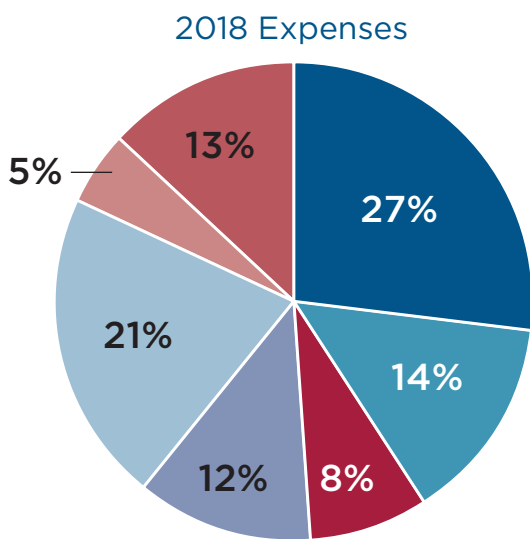
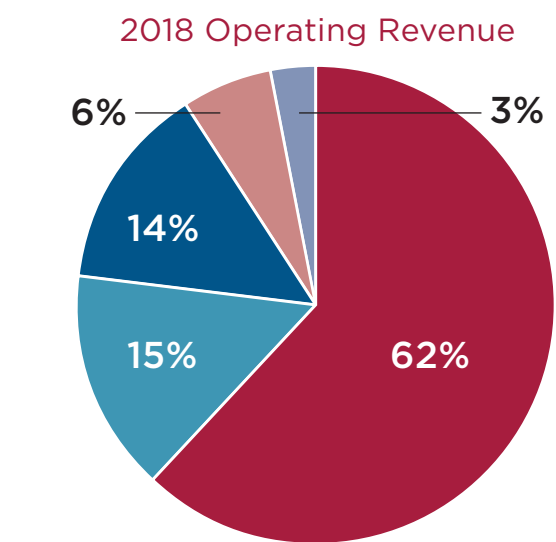
- Carol Woods was again certified by Orange County Living Wage, a nonprofit certifying and promoting local businesses and nonprofit organizations paying a living wage. To receive certification, an employer must pay a wage 76 percent above the North Carolina minimum wage. Carol Woods has been dedicated to paying a living wage since 1999.
- Carol Woods was again awarded the Occupational Safety and Health Administration (OSHA) Safety and Health Achievement Recognition Program (SHARP) designation for providing a safe and healthful work environment for its employees.
- In recognition of five years of excellent safety performance, Carol Woods was awarded the Lighthouse Beam Safety Award from McGriff Insurance Services. The award is given to organizations that have an exceptional safety and risk-management program in place and a low rate of worker accidents.
- Standard & Poor’s (S&P) reaffirmed Carol Woods’ “A” credit rating for the 15th year in a row and upgraded our outlook from “Stable” to “Positive.” In order to determine credit ratings, S&P assesses financial, occupancy and marketing information.
- Carol Woods has maintained its five-star rating by the Center for Medicare and Medicaid Services. As a requirement of participation, Carol Woods complies with federal Medicare regulations and is surveyed annually by the North Carolina Division of Health Service Regulation. Medicare certification allows residents and others in the greater community to use Medicare benefits for short-term rehab stays.
- *U.S. News & World Report* again recognized the Health Center at Carol Woods as one of the best in the nation in its 2018 published report.
- *Indy Week*, a local weekly publication, polled the Triangle community and named Carol Woods the “2018 Best of the Triangle: Best Retirement Community” for a fifth year in a row. Thousands of local residents participate in the survey of local businesses and services.



FINANCIAL STATUS AT A GLANCE

Income Statement

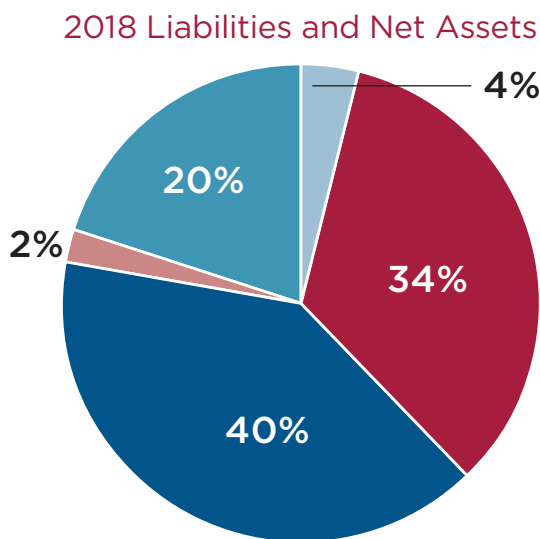
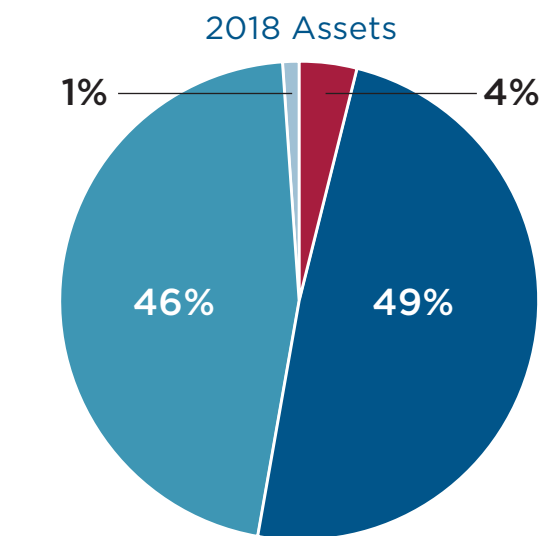
Operating Revenue	2018		2017	
Monthly Service Fees	19,248,791	62 %	18,606,998	65 %
Amortized Entry Fees	4,584,791	15 %	4,076,445	14 %
Net Health Services	4,296,182	14 %	3,510,269	12 %
Investment Interest & Dividends	1,839,090	6 %	1,603,514	6 %
Miscellaneous Revenue	1,252,404	3 %	990,160	3 %
TOTAL OPERATING REVENUE	\$31,221,258	100 %	\$28,787,386	100 %



Expenses	2018		2017	
Health Services	8,427,915	27 %	7,671,421	27 %
Dining Services	4,380,915	14 %	4,123,012	14 %
Housekeeping / Security / Transportation	2,609,960	8 %	2,440,115	8 %
Maintenance of Facilities / Grounds	3,653,978	12 %	3,320,180	12 %
Administration / Giving / Other	6,460,242	21 %	5,554,459	19 %
Long-Term Debt	1,555,039	5 %	1,855,405	6 %
Depreciation	3,691,343	13 %	3,466,692	14 %
TOTAL EXPENSES	\$30,779,392	100 %	\$28,431,284	100 %
TOTAL NET REVENUE	\$441,866		\$356,102	

Balance Sheet

Assets	12/31/18		12/31/17	
Current Assets	5,503,777	4 %	5,840,409	4 %
Long Term Investments	57,446,483	49 %	65,097,313	52 %
Net Property & Equipment	54,025,930	46 %	54,280,307	43 %
Other Assets	92,925	1 %	129,600	1 %
TOTAL ASSETS	\$117,069,115	100 %	\$125,347,629	100 %



Liabilities and Net Assets	12/31/18		12/31/17	
Current Liabilities	5,087,186	4 %	3,113,641	2 %
Long Term Debt	39,312,610	34 %	41,205,412	33 %
Entry Fees not yet Amortized	46,245,596	40 %	45,824,447	37 %
Other Long Term Liabilities	2,801,387	2 %	6,515,451	5 %
Net Assets	23,622,336	20 %	28,688,678	23 %
TOTAL LIABILITIES AND ASSETS	\$117,069,115	100 %	\$125,347,629	100 %



CAROL WOODS BOARD OF DIRECTORS

- Includes 16 members selected from and broadly representative of the larger Chapel Hill community, four Carol Woods residents and the Carol Woods president/CEO.
- Meets regularly and is responsible for financial health, strategic planning and oversight of Carol Woods.
- Provides direction to management and receives input from residents.
- Works to ensure Carol Woods retains its position as a leader in aging and as a desirable place for present and future residents to live.



Standing from left: **Jack Benjamin**, **Melvin Hurston**, **Adam Stein** (resident), **Brenda Mitchell** (secretary), **Jim Kitchen**, **Pat Sprigg** (Carol Woods president & CEO), **Jack Evans** (chair), **Audrey Galloway**, **Marian Stephenson** (resident), **Richard Blankenship**, **Robert Saunders** (vice chair), **Tom Haber**.

Seated from left: **Pattie Moore-Boyette** (treasurer), **Mark Royster**, **Gay Eddy** (resident, ex-officio), **Josh Gurlitz**, **Jeannette Pfaff** (resident, ex-officio), **John Hawkins**, **Tammie Stanton**.

Not pictured: **Dina Rousset**

NEW BOARD MEMBERS

Carol Woods welcomes four new board members:



JOSH GURLITZ:
Josh is a licensed architect and owner of JGA Architects, an architectural firm located in Chapel Hill. He graduated from Syracuse University with a master’s degree in architecture in 1976 and has been practicing

architecture in Chapel Hill since 1979. Josh has been active in local government public service initiatives, including serving as chair of the Chapel Hill Historic District Commission and the Chapel Hill Appearance Commission. He was also a Chapel Hill Comprehensive Plan committee member for 1990, 2000 and 2012. Josh has been recognized by the American Planning Association as “Citizen Planner of the Year in North Carolina” and has been honored by the secretary of the (former) U.S. Department of Health, Education and Welfare for his role in developing accessibility guidelines that currently serve as the basis for ADA compliance. Mr. Gurlitz’s architectural firm has successfully completed many significant projects in the Chapel Hill area, including the Chapel Hill Public Library and the Chapel Hill Aquatic Center.



JOHN HAWKINS:
John is a native of Chapel Hill, but has lived in Virginia, Massachusetts, Minnesota and the Washington, D.C. area before returning to North Carolina. He received a 1989 bachelor’s degree in

English literature and journalism from Amherst College and a bachelor’s degree in architecture from the University of Minnesota. John opened his architecture practice in downtown Chapel Hill on West Franklin Street in 1994. Since then, he has been involved in the design of a broad range of projects for primarily educational and institutional clients, including numerous renovations and building additions at several campuses in the UNC system. As an extension of his professional activities, Mr. Hawkins has contributed articles, columns and essays to local and national publications on topics related to architecture, design and planning. He has also maintained an active participation in community and university planning and preservation initiatives. John is married to Pat; they have two grown sons and one granddaughter. John previously served on the Carol Woods board from 2009–2014.



TAMMIE STANTON:
Tammie currently serves as system vice president of Continuing Care Services at UNC Health Care. She is a health care executive with over 30 years of experience in strategic planning and

quality assurance in home health, hospice, skilled nursing, palliative care and behavioral health. She also has expertise in health care operations, development, marketing and implementation. Her most recent projects include initiating, leading and developing a Continuing Care Network and a Palliative Care at Home program for UNC Health Care. Additionally, Tammie participates with the UNC School of Medicine’s Innovations Committee and serves on the board of directors for the North Carolina Health Care Facilities Association (NCHCFA) and the Association for Home & Hospice Care of North Carolina (AHHHC).



ADAM STEIN:
Adam and his wife, Jane, have been Carol Woods residents since 2013. Adam received a bachelor’s degree from New York University and a juris doctorate degree from George Washington University. Adam has had a

50-year legal career principally specializing in civil rights, beginning as a law student intern in the summer of 1965 working for civil rights lawyer Julius Chambers in Charlotte. Upon graduation, he moved with his wife and three children to Charlotte to practice with Chambers. They formed a law firm in 1968, Chambers Stein Ferguson and Lanning, the first racially integrated firm in North Carolina. He practiced with that firm and its successors for more than 40 years, except for a period of five years when he took leave to establish the North Carolina Appellate Defender office, a public defender organization that represents indigent criminal defendants on appeal. He and his law firm handled many civil rights cases, including some that went to the U.S. Supreme Court and resulted in leading decisions involving school desegregation, employment discrimination and voting rights. He personally argued three civil rights cases in the Supreme Court. Stein has been active in several legal organizations, including serving as president of the Orange County Bar and chair of the North Carolina Indigent Defense Service Commission. His awards include the ACLU of North Carolina’s Frank Porter Graham Award and the Order of the Long Leaf Pine.

SOCIAL ACCOUNTABILITY: Making a Positive Impact in the Lives of Older Adults

Our commitment to advancing the well-being of older adults extends beyond the borders of our campus. To fulfill our mission to make a positive impact in the lives of older adults, Carol Woods donates funds, resources and time to the greater community. In 2018, Carol Woods donated more than \$1 million, with monetary contributions to local government, schools and community nonprofits, in addition to resident assistance and staff development.

LOCAL GOVERNMENT AND SCHOOLS

In 2018, Carol Woods donated over \$250,000 to Orange County, the Town of Chapel Hill and Chapel Hill-Carrboro City Schools. Local government used our donations to support aging services, including affordable housing for older adults in Chapel Hill and a community visiting team serving socially isolated seniors in Orange County. Carol Woods' donation helped Chapel Hill-Carrboro

City Schools support intergenerational tutoring and mentoring.

COMMUNITY NONPROFITS

In 2018, Carol Woods donated over \$400,000 to community nonprofits that improve the lives of older adults. Donations included monetary grants, in-kind gifts, use of our campus facilities and donations of staff time for consulting and training. Staff time donated to community nonprofits totaled more than 4,500 hours.

“Carol Woods has provided much-needed seed money to pilot many innovative programs for older adults throughout our community.”

— RENEE PRICE, ORANGE COUNTY BOARD OF COUNTY COMMISSIONERS



Every January, grant recipients attend our Residents Association meeting to tell residents how Carol Woods' charitable contributions make a difference in the lives of older adults. Seated, from left to right: Pam Hemminger and Renee Price. Standing, from left to right: Krista Bukovec, Paul Klever, Jill Watson, Rachel Sobel Bearman, Ann Beeber, Joe Baumgardner, Margaret Samuels and Robert Dowling.

One example of a community nonprofit we supported in 2018 is OE Enterprises, dedicated to providing vocational opportunities for individuals with disabilities in the Orange County area. Carol Woods' donation helped fund their senior program intended to help integrate older adults with disabilities into their communities. Examples of senior activities Carol Woods helped fund include “coffee with a cop” and volunteering at a local day care center and nursing facility. Carol Woods also employs individuals with disabilities served by OE Enterprises.

Another example of a community organization we contributed to is the Medical Foundation of North Carolina, which supports UNC Hospice. Our donation helped UNC Hospice provide care for those with or without


insurance, including grief counseling services at no charge.

RESIDENT VOLUNTEER INITIATIVES

Residents are active volunteers. According to the 2018 count of the residents' Community Relations Committee, residents donated over 25,000 hours within one year to community organizations. In addition to their extensive off-campus volunteer efforts, residents organize collection drives on campus each year for the broader community. Examples of items collected include non-perishable food for food-insecure schoolchildren and warm outerwear for Orange County's homeless and near homeless.

SOCIAL ACCOUNTABILITY continued on page 28

RESIDENT AND
STAFF SUPPORT

In 2018, Carol Woods donated \$397,700 to help pay the fees of residents in need through the Carol Woods Charitable Fund Resident Assistance program. This fund protects residents from the risk of outliving their assets, providing peace of mind to residents who deplete their assets through no fault of their own. Additionally, Carol Woods awarded \$17,140 to staff members who are pursuing education and training to further their professional and personal development. 



Partial Listing of 2018 Community Support

- | | |
|--|---|
| ■ A Helping Hand | ■ Carolina (UNC Hospice) |
| ■ Chapel Hill-Carrboro City Schools | ■ University/Community Martin |
| ■ Chapel Hill-Carrboro Meals on Wheels | ■ Luther King Jr. Memorial Banquet |
| ■ Chapel Hill-Carrboro NAACP Freedom Fund Banquet | ■ OE Enterprises |
| ■ Charles House | ■ Orange County Department on Aging |
| ■ Club Nova | ■ Orange County Department of Human Rights |
| ■ Community Home Trust Fund | ■ Orange County Government |
| ■ Florence Gray Soltys Adult Day Health Program | ■ Orange County Organizing Against Racism |
| ■ Friends of the Jerry Passmore Senior Center | ■ Orange County Rural Alliance |
| ■ LeadingAge North Carolina (capital campaign and disaster relief) | ■ Piedmont Health |
| ■ UNC Black Alumni Reunion’s Light on the Hill Society Awards Gala | ■ Town of Chapel Hill |
| ■ Medical Foundation of North | ■ UNC Division of Geriatric Medicine |
| | ■ UNC Gillings School of Global Public Health |
| | ■ UNC Division of Geriatric Medicine |
| | ■ UNC School of Nursing Foundation |



Community Mission Development Fund

Through contributions to the Carol Woods Charitable Fund, Carol Woods is able to pursue its mission to advance the well-being of older adults on campus and in the larger community. On campus, the fund provides financial assistance to residents in need, contributes to campus enhancements, supports resident-run programs and furthers staff’s professional and

personal development. Beyond our campus, the fund enables Carol Woods to contribute to the greater good in the field of aging.

In 2018, the focus of the residents’ annual fundraising appeal for the Charitable Fund was community mission development. The Community Mission Development Fund allows Carol Woods to make a positive impact on services, housing, research and awareness of issues impacting older adults. This fund has supported multiple mission-driven projects:

- Participatory action research in the area of dementia inclusiveness
- The UNC School of Nursing’s training and research at Carol Woods
- Internships and workforce development
- The renovation of Charles House, a nonprofit eldercare facility that serves the greater community and is housed on campus
- Seed money for Canopy Home Care of Carol Woods, a new home care nonprofit working with A Helping Hand to provide home care services for our residents and older adults in the local community

Contributions to the Community Mission Development Fund helped Carol Woods bring its vision for Canopy Home Care to life. The vision for Canopy is twofold. First, with expanded home care options, Canopy allows Carol Woods residents to have greater flexibility and choice in how they

receive support as they age on campus. Second, by providing high-quality home care to older adults in the greater community, Canopy supports quality of life, social connection and dignity for older adults as they age in place.

With Canopy, Carol Woods is bringing our 40 years of experience and high standards for person-centered support to older adults in their homes. Canopy is also working to raise the bar for wages in the field of home care. None of this would be possible without contributions to the Community Mission Development Fund. We are especially grateful for the continued generosity of the Margaret Pickard Sirvis Fund, which has supported Canopy as well as our dementia inclusiveness work.

In addition to the Community Mission Development Fund, the Charitable Fund includes four other preference funds:

CAMPUS ENHANCEMENT FUND

Gifts to the Campus Enhancement Fund support improvements to our buildings and grounds, including amenities such as the dog park and the croquet and bocce ball courts. The fund also provides for on-going maintenance of various gardens across campus such as the Resident Rose Garden and the Millstone Garden, both established with gifts. Gifts to this fund help Carol Woods enhance its surroundings while keeping resident fee increases low.

In 2018, the Charitable Fund received \$448,727 in charitable contributions.

In 2018, the Charitable Fund distributed \$117,780 to Carol Woods, including \$33,462 to support resident assistance, \$11,772 to support staff development, \$20,583 to support the campus and facilities and \$51,963 to support community mission development.

In 2018, the Charitable Fund also distributed \$62,500 to the Resident Council to support the operating budget of the Residents Association and all its resident committees.

RESIDENT ASSISTANCE FUND

The Resident Assistance Fund helps pay the monthly fees of residents who experience unexpected financial hardship through no fault of their own. Residents feel secure in the knowledge their community will support them if they outlive their assets.

RESIDENT LIFE FUND

Gifts to the Resident Life Fund contribute to the vibrant community life at Carol Woods by supporting the efforts of almost 50 resident-run committees, including popular programs such as the Wednesday evening concerts and Thursday evening lectures.


CHARITABLE FUND continued on page 32

STAFF DEVELOPMENT FUND

The Staff Development Fund provides financial assistance to employees for education and training to further themselves in their current position or a different position at Carol Woods. Residents donate to the Staff Development Fund because they sincerely care about Carol Woods’ staff and believe that education is the key to one’s future success, whether it is to secure a high school equivalency certificate, get professional training or certification, take college courses or enroll in a program to further understanding and expertise in issues related to aging.

Donors to the Carol Woods Charitable Fund may direct their contribution to any of the

five preference funds. In fact, we encourage donors to designate the fund they would like to support, in part because of a unique accounting benefit. If a donor designates a gift to a particular purpose, the gift does not need to be treated as revenue in the year in which it is received. Instead, revenue can be deferred to a later time and released when expenses related to the gift are incurred. This allows Carol Woods to match gift-related revenue to gift-related expenses on its annual income statement.

If you wish to donate, please contact the Finance & Accounting Department at (919) 918-3317 or kreeb@carolwoods.org to learn more about contributions, gifts of stock and estate planning. The Charitable Fund is a separate 501(c)(3) tax-exempt organization, and all donations are tax deductible. 



CHARITABLE FUND DONORS 2018

Carol Woods appreciates the contributions made by residents and friends of the community to the Carol Woods Charitable Fund. Gifts directly impact the organization’s mission to meet the needs of older adults.

- | | | |
|-----------------------------|-----------------------------|-------------------------------|
| Anonymous (17) | Gay Brashear | Clara Cazzulino |
| Miriam Alexander | Paul & Evelin Brinich | Carla Chamblee |
| Jacqueline Allen | Charles & Betsy Briscoe | Neal & Nancy Cheek |
| Ruth Anderson | Eunice Brock | ClayWorks Pottery Guild |
| Jeanie Arnel | E. Willis & Patricia Brooks | Joseph & Eva Clontz |
| A. Napier & Charla B. Baker | Jane Comfort Brown | Margaret Cohn |
| Bryan Balentine | Catherine Jane Bruce | Arline Colvin |
| David Balkwill | James & Elizabeth Bryan | Vanna Condax |
| Dennis & Pamela Bauman | Roger & Mary Burke | Marcella Congdon |
| Ellen Beegel | Richard & Lewis Busch | John Conover & Lynda Anderson |
| Catherine Bergel | Wanda Butler | Sally Cook |
| Betty Bergstrand | Kevin & Judith Cadigan | James & Roberta Copeland |
| Robert & Carol Bielecki | Catherine Cameron | Diane Corcoran |
| Americo Bilotti | Janet F. Campbell | Sally Davenport |
| Philip & Mary Alice Blank | Carol Candler | Deborah Davis |
| Audrey Booth | Carol Biggs | |
| Michael & Virginia Bradley | Carol Woods Gift Shop | |

DONORS continued on page 34

DONORS continued from page 33

Ed & Sherri Davis
Ellen Davis
Patricia Lockwood Davis
Robert & Ann DeMaine
Alan & Cynthia Dessen
Mollie Dewalt
Angela Diamond
Andrew Dobelstein & Carol Candler
Janice Dodds
Wade Dorland
John & Pamela Drake
George & Mary Earp
Muriel Easterling
Carol Eckerman
Jeanette Gay Eddy
Gove & Barbara Elder
Raymond Erickson
John & Gabriela Espenshade
Estate of Mary Graves
Estate of Thomas Humphrey
Gabrielle Falk
Rosmarie Faust
Barbara Feininger
Frank & Patricia Fischer

Gordon Fisher & Sarah Price-Fisher
Robert & Suzanne Fletcher
Catherine Fogle
Elisabeth Fox
Allen & Wendy Fuller
Maeda Galinsky
Ladnor & Shirley Geissinger
Leonard & Ann Gettes
Richard & Florence Glasser
Ann Glassman
Patricia Glover
Lallie Godschalk
Roger Gorham
Patricia Grandstaff
James & Barbara Grizzle
Edward Gross
Priscilla Guild
David & Joan Guilkey
Jon & Miriam Haebig
I.R. Stirling & Judy Haig
Lelia Hamilton
Maureen Harris
Mary Wadleigh Harrison
Jason & Elizabeth Hart
Don & Marilyn Hartman
Dorothy Heninger
William & Sandy Herzog

John & Marlene Heslip
Christine Himes
Susanne Holstein
Anne Howe
Mary Howes
John & Martha Hsu
David & Elizabeth Hughes
Gerda Hurow
Rachel Johnson
Curtis Jones
JustGiving
Donna Kavee
Bruce & Suellen Keiner
Doug & Nancy Kelly
Eleanor Kinnaird
Lois Kirkwood
Margaret G. Klein
Barbara Koch
Patricia Koch
Paul Kropp
Ivan & Annie Lakos
Annemarie Lalik
Jeffrey & Lynn Lang
Rhoda Lee
Philip & Nancy Leinbach
Paul Lindsay
Dorothy Lineberger

Mary Lou Liverance
Rosamond Lloyd
Dayna Lucas
Ann Mack
Sara Mack
Jeanne Madigan
Samuel Magill
Walt & Margaret Mangler
Barclay & Nancy Martin
Larry & Rowena Mason
Ann Matthyse
Alexis Maxwell
Margaret Mays
Charles McClaskey
Margaret McFadden
Richard & Jayne McGarrity
Zell McGee
Jessie McIntyre
David McKay
Gail McKinnis
Curtis McLaughlin
Michael & Julia McVaugh
Julie McVay
Nancy Milio
Claire Millar
Donald & Jane Misch
Thad & Jane Monroe

Theodore & Cynthia Moock
Moore Regional Hospital
Anne Moughon
Gisela Nayar
Barbara Nettesheim
Sharon Nicholson-Harrell
Melanie Nyatakyl
Jean O'Barr
Dan Oldman & Cathy Starkweather
John & Bonnie Olsen
Ruth Ouimette & Cindy Freund
Jean Owen
Janet Paddock
Byron & Bonnie Parry
William Peck
Annette Perot & Kate Thieda
Stephen Perrin & Cecelia Sandford
Jeanette Pfaff
Suzanne Porter
Edwin & Nancy Preston
John & Elizabeth Pringle
William & Sarah Proffit
Richard Prust
William & Diane Race
Charlotte Rankow
Margaret Rider
John & Sali Riege

Harry Rosenberg
Stuart Rosenfeld & Mary Eldridge
Lawrence & Barbara Rowan
Margarete Sandelowski
Tobin & Katherine Savage
Fred Schroeder
Christoph E. Schweitzer
Jeffrey & Marsha Scouten
Ann Seng
Robert Seymour
Joel & Norma Shapiro
Constance Sheffy
Carol Sherman
Mary Sherpick
David & Jacqueline Sices
Barbara P. Sirvis
The Margaret Pickard Sirvis Fund
Sybil Skakle
Dennis Slattery
Judith Smallwood
Sue Smith
Ralph & Susannah Smith
Howard Smither & Ann Woodward
Marion Snyder

DONORS continued on page 36



The Mu Omicron Omega Chapter of Alpha Kappa Alpha Sorority created gift bags for our employees in recognition of the caregiving support they provide our residents. AKA distributed the gifts during our employee Thanksgiving lunch.



Residents enjoy tea and conversation at a party organized by residents.

DONORS continued from page 35

Otty Snyder
Claire Sobel
Clarence Sockwell
John Soltys
Arthur St. John
Stearns Financial Group
Adam & Jane Stein
Marian Stephenson
Mary Sturgeon
Robert & Kim Sullivan
James Summerville
Arlene Taylor & Wayne Benson
Fred Taylor
Margaret Taylor-Blake
Daniel & Linda Textoris

Elaine Tobin
Beatrice C. Treat
Judith Tulchin
Hendrik van Dorsten
Gilda Varrati
Sue Vause
Gates & Nancy Vrooman
Andrew & Kathleen Wallace
Harriet Warner
Rebecca Warren
June Weatherley
Eileen Weatherly
Bob & Rita Weimer
Charles Weiss
Siegfried Wenzel
Helen Whaley
Elizabeth Wheeler

Gordon Whitaker & Bob Hellwig
Ludie White
Barry & Ruth Whitsel
Sheldon & Edith Wiggins
James & Melinda Wilde
Louise Williams
Patricia Williams
Barbara Williamson
Nancy Wilson
William & Katherine Wilson
Jo-Ann Winnik
Ann Witherspoon
Joseph & Ellen Wittig
Cecil Wooten
Bill & Anne Wright
Ruth Zalph
Stephen Zimmerli



Pets contribute to the well-being of many of our residents. Residents can have up to two pets, and we have a dog park on campus, as well as dog and cat interest groups.

Carol Woods residents are proud to do their civic duty and vote, and living at Carol Woods makes it easy with our on-campus polling site.



Carol Woods resident David Sices' photograph captures a reflection in our central pond on a snowy day. The natural landscape of our campus inspires residents' creativity, as evidenced in our yearly resident and staff art show.

ABOUT CAROL WOODS

Situated on 120 wooded acres in Chapel Hill, Carol Woods is an accredited not-for-profit continuing care retirement community. It is an inclusive community that promotes an active lifestyle supported by the area's educational, cultural and medical resources. A commitment to well-being and preventive care enables residents to pursue activities that support a sense of individual fulfillment and purpose.

Carol Woods was founded in 1979 by a group of local residents wanting to retire in Chapel Hill. It is governed by a local, all-volunteer Board of Directors entrusted with ultimate fiduciary responsibility.

Photographs were taken on-site at Carol Woods Retirement Community.