

# THE GREEN HOUSE® Project

## Quarterly



### Sweet Home Alabama

Lynyrd Skynyrd isn't the only one singing praise for the Southland! On Wednesday, October 29th, two of the six cottages at St. Martin's in the Pines opened their doors, followed by four additional homes in the next two consecutive weeks. As of November 12th, 60 elders are proud to call their Green House® home.

After two and a half years of planning and construction, St. Martin's is the first Green House® organization to operate multi-story buildings. Each structure has three-stories, or three Green House® apartments, for a total of six homes on this sunny, suburban campus. Surrounded by lush foliage, a retention pond, and a wheelchair-accessible path, the property creates an aesthetic environment for elders and the surrounding residential neighborhood.



Elders who had lived in St. Martin's nursing home the longest were given first priority to move into the cottages. Each home was then named in honor of the elder who has called St. Martin's home for the most years.

Staff members are excited at the opportunity to work in The Green House cottages. "It's a place you can call home," said Judy Finley, a St. Martin's nursing assistant turned Shahbazim. Finley, like other Shahbazim, nurses, clinical support team members, and the organization's leadership, began her summer with the six-day Core Team Education. With a focus on person-directed care principles, communication, dementia care, and rhythms of the day, the curriculum provided critical operations and communication skills while building teamwork.

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### SAVE THE DATE



The Second Annual Green House® Meeting and Celebration will be held on July 30-31, in Kansas City, MO, at the InterContinental Hotel, situated on the edge of Country Club Plaza. This is a wonderful destination in a great Midwestern city. Networking, education, model innovations, and fun will be on the agenda -- so hold the dates!

More information will be coming this spring! If you have suggestions for topics, please contact Anna Ortigara at [aortigara@ncbcapitalimpact.org](mailto:aortigara@ncbcapitalimpact.org) or (708) 429-2264.

For more information, visit: [www.thegreenhouseproject.org](http://www.thegreenhouseproject.org) or call Marilyn Ellis at (703) 647-2313  
The Green House® Project is a partnership between:

## THE GREEN HOUSE® Project - Building Momentum on Capitol Hill

We are pleased to report that twice in the last month, The Green House Project has been the focus of significant activity in the United States Senate.

On November 12th, Max Baucus, Senator from Montana and Chairman of the powerful Senate Finance Committee, identified The Green House® model as an innovative long-term care model that should be included in health care reform efforts in 2009. Baucus specifically cites The Green House model's promise for improving the quality of life and quality of care in skilled nursing homes - see Chapter IV, Section E, page 80 of <http://finance.senate.gov/healthreform2009/finalwhitepaper.pdf>.

Congratulations to all who built this important relationship:

- St. John's Lutheran Ministries in Billings, Montana,
- The Robert Wood Johnson Foundation's CONNECT Program,
- The Green House Project team, and
- The Senate Aging Committee and The Green House Project staff and advocates who testified at this summer's hearing: Edna Hess (Shahbaz), Zoe Holland (family member), Dr. Bill Thomas (Green House Project founder), and Robert Jenkins (Green House® Project director).

On December 11<sup>th</sup>, Bob Casey, Senator from Pennsylvania, introduced the Promoting Small House Nursing Homes Act (S.3732) to support Green House® homes and other similar models through a four-year, \$200 million dollar loan program - see <http://www.govtrack.us/congress/record.xpd?id=110-s20081211-59&bill=s110-3735> for Casey's floor statement and the text of S.3732.

The Green House Project worked closely with Baucus' and Casey's staff to provide information about The Green House Project's development, operations, and outcomes.

Baucus' and Casey's focus on Green House® homes will help us realize our vision of having Green House® homes become a long-term care option in all communities for people of all incomes.

### **The National Gerontological Nurses Association Annual Meeting: The Richness of Gerontological Nursing Diversity**

On October 31, THE GREEN HOUSE® Project Communication Director, Anna Ortigara, went to Albuquerque to present the elements of The Green House model, exploring organizational redesign and workforce transformation through the lens of the standards and vision of gerontological nurses. Nurses identified this model as supporting both person-directed care and an advanced role for nurses. The new video, "Where Love Matters," was received as a great demonstration of the future of care for elders and transforming the future of long-term care.

## The Green House® Design Charette

The Green House® Project recently held a Design Charette. This competition invited designers and architects to create innovative designs for The Green House® model. Thirty-five entrants across four categories submitted creative plans incorporating both inside and outside spaces supporting the experience of home.

The submissions addressed urban, rural and suburban sites and included the following:

- Site plan with community context
- House plan(s)
- Detailed plan of bedroom(s)
- Three-dimensional renderings
- Three-dimensional renderings of interior spaces (hearth, dining room, and kitchen)
- Three-dimensional renderings of bedroom(s)
- Written statement describing the solution and ideas represented

### Jury Process

A jury comprised of design professionals, an elder, a Shahbaz, a family member, and care providers reviewed all entries and evaluated them based on creativity, feasibility, and their ability to capture the spirit of The Green House model. Professional teams and student teams received awards in three categories: rural, suburban and urban. Projects that met the program requirements and reflected creative solutions received recognition.

### And the Winners are...

**First Place - Urban Design**  
Rosemann & Associates, P.C. and  
Mount Carmel Senior Living

**First Place - Suburban Design**  
NK Architects

**First Place Tie - Rural Design**  
Dahlin Group

**First Place Tie - Rural Design**  
Reese Lower Patrick & Scott Architects

**Honorable Mention - Suburban Design**  
Harley Ellis Devereaux

**Honorable Mention - Student Design**  
Chris Sutton & Andrew Hughes

**Honorable Mention - Student Design**  
Yi-Ching Tsai, Meredith Jones & Aaron



Chen

To see the designs visit:  
[www.thegreenhouseproject.org](http://www.thegreenhouseproject.org)

## THE GREEN HOUSE® Project Celebrates at AAHSA Conference in Philadelphia

Shahbazim, Nurses, Guides and CEO's from seven Green House® organizations came to tell their story at several educational sessions and town hall meetings at the annual conference of the American Association of Homes and Services for the Aging (AAHSA) in October.

A preconference session focused on this transformational model, with several staff sharing a vibrant picture of a day in the life at The Green House homes for staff and elders: Candria Kwak, Shahbaz, and Julie Flodin, LPN, from Pinecrest Medical Care Facility; Lisa Maxwell, Guide at Presbyterian Villages of Michigan - The Village of Redford; Lori Kinney, Guide at Lebanon Valley Brethren Home; and Jerry Bryant, Shahbaz, from Resthaven Patrons Care Community.



An audience of over 200 attended an educational session that explored The Green House model's workforce redesign with a panel representing staff from five operating Green House® projects: Thomas Cooper, Shahbaz, from Tabitha Health Care Services; Candria Kwak, Shahbaz, and Julie Flodin, LPN from Pinecrest Medical Care Facility; Emma Williams, Shahbaz at Presbyterian Villages of Michigan; Lori Kinney, Guide at Lebanon Valley Brethren Home; and Jerry Bryant, Shahbaz at Resthaven Patrons Care Center. Highlights included a discussion of the potential of self-managed work teams and the new roles of nurses in achieving an empowered and stable long-term care workforce. The new Green House® video, "Where Love Matters," was particularly moving and well received.

A Town Hall meeting brought Dr. Bill Thomas to the stage with a panel of staff and leaders from Green House® Projects. Robert Jenkins, Director of The Green House Project, moderated a panel that included Joyce Ebmeier, Guide, and Thomas Cooper, Shahbaz, from Tabitha Health Care Services; Barry Berman, CEO, Chelsea Jewish Nursing Home; Emma Williams, Shahbaz, Presbyterian Villages of Michigan - The Village of Redford; Tom Williams, CEO, Asbury Park; Jeff Shireman, CEO, Lebanon Valley Brethren Home; and Natalie Carlisle, Consultant. An audience of over 400 AAHSA attendees listened to the organizational, financial, workforce, and quality of life implications of The Green House model.

Thank you to all of The Green House staff who shared their time, experience and wisdom in teaching others about what can happen in a small, warm, knowing Green House® home.

## Fighting the Dragon - A Med Cart by Any Other Name...

Institutional Creep is clearly a challenge for all working in THE GREEN HOUSE® homes. So many things can be made more “efficient” by implementing more institutional practices. One such practice that has crept into some Green House® homes is the use of modified medication carts.

Nurses and Medication Aides have a need for equipment to do their jobs, including pill crushers, medication administration records, water pitchers and more that make a cart seem like just the thing. As a result, tea carts and utility carts have found their way into every day use in a number of The Green House homes.

One driving principle of The Green House model is that medical and nursing care will be the servant of the life of elders, never its master.



Why might med carts be a sign of the Dragon?

- They are a symbol of medically-modeled long-term care, where they signified “command central” for nurses.
- They take away from individualized care for each elder, in some cases shifting the approach to a more assembly-line process.
- The cart becomes a slippery slope - as we justify its presence, we begin to accept other institutional practices finding their way into daily life as well.

So the question becomes, how does the efficiency of using a cart support or hinder normal life in The Green House home? Asking elders how it affects their lives is key. But remember that elders are our very good friends who want to please us and meet our needs. If we ask the question in a way that indicates that the correct answer is, “We don’t mind if you use carts, you do whatever it takes to make your job easier,” then we haven’t really listened openly for the answer.

Some things that might help support a med cart-free Green House® home, while still ensuring that nurses have the tools and resources they need to do their jobs effectively, are:

- A smaller pill crusher that can be easily carried (ask your pharmacy for a donation).
- Medication administration sheets that can be taken out of the chart.
- An electronic medication system.
- Bringing meds to a central place for crushing and mixing before bringing them to each elder.

We would love to hear from staff working in The Green House homes about this issue and how you have approached it in your home. Dial in to the next Nurses/Clinical Team call on January 21, 2009, for a discussion and brainstorming on this topic.

## Central New England Chapter of the National MS Society Collaborates on GREEN HOUSE® Residence for Individuals with MS

On May 20, 2008, the Board of Trustees of the National Multiple Sclerosis Society, Central New England Chapter, unanimously voted to commit chapter support for the development of a Green House® residence for individuals with multiple sclerosis, Linda Guidod, RN, Executive Vice President of the chapter reported. The Green House residence, one of ten Green House® homes at the Leonard Florence Center for Living, will be built and operated by the Chelsea Jewish Nursing Home in Chelsea, MA, a well-established and highly respected non-profit organization that has been providing care since 1919.



This complex will add to their traditional nursing home and assisted living complex and will be the first urban model of a Green House® Project in the country. Initially, there will be one house solely for individuals with MS. The average age of residents with multiple sclerosis will be considerably younger than

the residents in the other complexes run by the Chelsea Jewish Nursing Home. The goal of this Green House® model is to provide the personal and nursing care that residents with MS need while focusing on quality of life and age-appropriate supports and activities. Current plans also include houses for residents with amyotrophic lateral sclerosis (ALS) and persons needing short-term rehabilitation.

The MS Society's Central New England Chapter will begin working with the Chelsea Jewish Nursing Home to raise funds for the project. The Chapter will be involved in providing training for the staff of the residence, selection of the residents, and assurance of quality of care and supports for the MS residents. This will be a much-needed and unique model of supportive living for individuals with multiple sclerosis, offering the latest in technology and personalized living. We are looking forward to December 2009 when the first residents will move in.

**Linda R. Guidod, RN, MSSMC**  
Executive Vice President, Chapter Programs, Services, and Advocacy  
National Multiple Sclerosis Society

## Visitors from the Netherlands

On October 30, 2008, the Village Of Redford had the privilege of hosting 18 visitors from the Netherlands. They came to the United States to visit organizations that are faith based. The meeting was organized by Roger Myers, CEO and President of Presbyterian Villages of Michigan and Freek Lapre, immediate past chair of the Board of Directors for the International Association of Homes and Services for the Aging (IAHSA), over a year ago at the annual meeting of The American Association of Homes and Services for the Aging (AAHSA).

While at the Village of Redford, they met several key staff from the State of Michigan and other colleagues who operate long-term care communities. They also had the privilege of visiting our Green House® cottages and could not say enough about what they experienced. The Shahbazim and elders were excited about their foreign guests and were happy to share information about their daily lives living and working in The Green House homes. The guests were fascinated with the quality of care and the homey atmosphere of the homes.

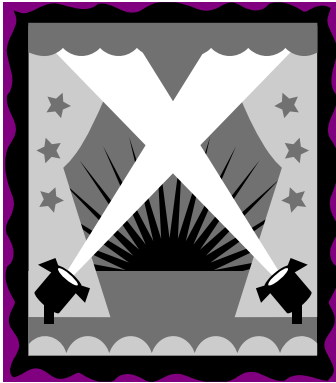
They had to be coerced to leave the homes to get back on their schedule for the day! The Village of Redford has been fortunate to share The Green House model with people from all over the world. We have had two visits from Japan, one visit from Australia, and now visitors from the Netherlands. After listening to our visitors discuss what they experienced, we realize we all have the same goal to de-institutionalize long-term care and that The Green House model is a fantastic way to make it happen.

*Lisa Maxwell  
Guide and Administrator  
The Village of Redford*

### **New GREEN HOUSE® Training Center to Debut in 2009**

We are pleased to announce that The Green House® Project at Lebanon Valley Brethren Home will be the site of our first east coast training center. Located in Palmyra, Pennsylvania, near Harrisburg, Lebanon Valley opened its four Green House® homes in the Fall of 2007 and the Spring of 2008. A full-service continuing care retirement community, Lebanon Valley also offers specialized services in dementia care, rehabilitation and wellness. The Green House Project is happy to welcome Jeff Shireman, President, and Lori Kinney, Green House® Guide, and their great team to our workshop program for Green House® adopters. Our first orientation workshop at Lebanon Valley will take place on February 3-4, 2009.

For registration information and a complete 2009 workshop schedule, go to [www.thegreenhouseproject.org](http://www.thegreenhouseproject.org).



## Spotlight On ... Candria Kwak, Green House® Shahbaz

Born and raised in the Upper Peninsula of Michigan, Candy Kwak, Shahbaz at the Pine Grove Green House® home at Pinecrest Medical Care Facility

in Powers, Michigan, brings passion and enthusiasm to the elders she cares for each day. A hunter (of deer, bear and raccoons), artist, woodworker, photographer, and mother of three, Candy is full of energy, creativity and an “out of the box” thinker. With every conversation, Candy’s love for her elders and her job radiates throughout her small 4’11” frame and infectious smile!

Having been on the panel for both the pre-conference session and a subsequent education session at AAHSA, Candy is respected and appreciated for the insights she’s gained through her experience as a Shahbaz. Candidly sharing stories of life in The Green House® home, Candy evokes smiles from those who hear and have had a chance to feel the warmth that characterizes each story told.

Behind this endearing Shahbaz is a unique story and a mission spawned by an innate desire to help people and add joy to their days. Whether cutting coupons with her elders for grocery shopping later that day or playing in the autumn leaves and capturing the memory through pictures, Candy is diligent in maximizing opportunities for her elders.

### *How did you get in the field of long-term care?*

Following in the steps of my mother-in-law, I applied to be a nursing assistant at Pinecrest Medical Care Facility. Both my husband and I thought I’d enjoy working there since I love being with people. I had been working at a saw mill, often lifting large timbers used to build log homes. I didn’t realize how that heavy lifting would help prepare me to do this job!

### *What made you decide to become a Shahbaz when Pine Grove opened?*

After watching The Green House video a few times, I knew this was the perfect job for me. The thought of caring for the same elders each day in a

home environment was exciting and appealing. I had hope that I would finally be able to do the things I’d longed to do but schedules and routines had prohibited in the traditional facility.

### *What is your most memorable story from working in The Green House® home?*

This year’s Halloween party is probably the best memory for me. The team and I planned a Halloween party that included lots of food, family, fun, AND a live band! We knew our elders said they loved to dance, but I didn’t realize how important it was until this party. It seems dancing brings back so many wonderful memories for them!

One of our elders, a bilateral amputee and confined to his wheelchair, was able to dance with me! His being in a wheelchair didn’t stop him or me from having a ball on the dance floor!

The next day, with tears in his eyes, that elder told me he thought he’d never be able to dance again. Dancing enabled him to experience joy, pleasure, and a sense of dignity that he’d not had in a long time! Even the band enjoyed the party so much that they pledged to come back and play for free the next time!



### *How would your elders describe you?*

Energetic, fun, and a real talker! One of my elders says the thing he likes best about me is that I’m always thinking of them.

### *What is the most rewarding part of your job?*

Each elder is so different, and I love being able to individually bring joy to that elder by arranging opportunities for him or her to DO the things they have always enjoyed doing.

*Our thanks and gratitude to Candy Kwak and all the Shahbazim who daily endeavor to create meaningful days for our elders!*

## Thoughts from Dr. Bill

### CONVIVIUM

Some people eat to live. Others live to eat. Those in the first group regard food as fuel; those in the second group know better than that. Good food has always offered people much more than just calories, fat, carbohydrates, and protein. At its best, food nourishes us – body and soul. A meal can embody powerful symbols of love and acceptance. The bond between comfort and food, which begins at the breast, is fortified throughout childhood and gains renewed strength in the late decades of life. Properly prepared, the meals we cook and serve to our elders should be drenched in memory, ritual, and culture.

Reacting to case reports of actual starvation among nursing home residents, the government has established significant penalties for facilities that allow residents to lose weight “unexpectedly.” As a result, nursing homes struggle constantly to increase the dietary intake of their residents. Just how challenging a task they have undertaken becomes obvious when you look at how these facilities prepare and serve food.

They shop from industrial food catalogues and unload the groceries from a tractor-trailer parked at the



loading dock. Meals are prepared in vast industrial kitchens that are deliberately isolated from the people who will eat what they produce. Some long-term care facilities, like airlines, outsource food production entirely and take delivery of dinners by the truckload. In a down-to-the-minute ballet, food is rushed upstairs in huge rumbling carts. Staff members distribute it to waiting residents as quickly as they can. It is a never-ending challenge to serve hot food when it is still hot and cold food when it is still cold.

The people involved do their best. The realities of large-scale food service demand, however, that the material characteristics of the food – its color, viscosity, temperature, and nutritional content – become its most important descriptors. The emphasis on consistency and low cost is constant. Food is shorn of meaning, leaving only numerical measurements. The lifelong rhythm of good food shared within the circle of family life is absent. It is just not possible to imbue six hundred meals a day with the essence of love. The Romans had a special term for the particular pleasure that accompanies sharing good food with the people we know well. They called this experience *convivium*. The word has enjoyed a revival recently. The “slow food” (an alternative to fast food) movement has seized on the word as a way of describing dining experiences that are rich in meaning. Fresh, local ingredients prepared according to authentic regional recipes are served to people eager to share. They use smell, taste, and texture as a springboard to good conversation and vital relationships.

The Shahbazim foster a convivium that enriches the lives of elder and Shahbaz alike. The idea that meals can and should be planned with loving care and then prepared with loving hands will strike the typical food service manager as little more than wishful thinking. For the rest of us, it is simple common sense confirmed by our own experiences in our own homes. The suffering created by the industrialization of food in long-term care institutions deserves more than passing attention. Nursing homes are canaries in the mine, warning us of the assembly-line approach to food that is spreading across our social landscape. We are all losing our grip on convivium. Institutions may be able to blame their mechanical approach to food on their own gigantic size, but we can see the erosion of convivium all around us, even in our own lives.

The ability to create and maintain convivium demands an appreciation of the long, languorous meal and is one of the core competencies of a Shahbaz. Time must be taken because food tastes better when it is soaked in anticipation. Elsewhere, soup may be purchased in bulk, heated, and then served. The Shahbaz insists that the soup be made fresh and allowed to simmer all morning long with ingredients added slowly as the hours pass. In an institution, mealtime is a mad rush. For the Shahbaz, it is an opportunity to create and then deepen meaning. The spirit of convivium calls upon us to linger, to savor, and to draw strength not just from the food we are blessed to eat but also from the people with whom we are blessed to share our meal.

## “IT’S NEVER 2 LATE” Comes to THE GREEN HOUSE® Homes!

The Green House model seeks to create an intentional community to support the most positive elderhood and work life possible. As part of our ongoing quest to provide meaningful engagement for the elders we serve, we looked at person-centered technology as a possible tool. We are striving for technology that would support positive outcomes in the following areas:

- **Individual and group activity** - considerate of the life histories and interests of the elders
- **Physical and cognitive therapy** - to support better health and function
- **Meaningful engagement** - especially for persons with memory loss challenges
- **Family communication** - local and long-distance
- **Community outreach** - supporting elders' participation and connection to their roots and favorite places
- **Intergenerational activity** - especially through local schools and youth clubs
- **Team education and training**

After looking at technology solutions and providers, we thought “It’s Never 2 Late” (IN2L) would be a great fit (learn more about IN2L at [www.IN2L.com](http://www.IN2L.com)). IN2L was founded in Colorado in 1999 with the focused mission to support every older adult, whatever their functional or cognitive ability, in having meaningful relationships, community engagement, and stimulating activity. IN2L has developed an adaptive computer technology that can enhance programs and the quality of life of elders and team members in a variety of long-term care settings.

Since 1999, IN2L has created customized, state-of-the-art computer systems for nursing homes, assisted and independent living communities, memory care settings, and adult day programs in 36 states throughout the country.

With grant funding from the Robert Wood Johnson Foundation, The Green House Project is able to implement this adaptive technology in four different Green House® homes.

Through an application process this summer, we selected one home each from the following Green House® project sites for implementation by January 2009:

- **Tabitha Health Care Services**  
Lincoln, Nebraska
- **Pinecrest Medical Care Facility**  
Powers, Michigan
- **Lebanon Valley Brethren Home**  
Palmyra, Pennsylvania
- **Asbury Park**  
Newton, Kansas

This project will include a research evaluation conducted by the Mather LifeWays Institute on Aging to assess the impact of technology on the quality of life of the elders. We hope the experience of this pilot project will support expansion of this program to other Green House® homes in the future.

Congratulations to the Shahbazim, Guides and other team members for their hard work and support throughout the application and review process!

### THE AIA 2009 Healthcare Design Awards: Call for Entries

The AIA Academy of Architecture for Health (AAH) invites submissions to the 2009 AIA National Healthcare Design Awards program. The awards program showcases the best of healthcare building design and health design-oriented research.

**We hope that Green House® projects will enter!**

For information on award submission requirements and guidelines, or to begin your online submission, visit the 2009 AIA National Healthcare Awards Web page at [http://www.aia.org/aah\\_09awards](http://www.aia.org/aah_09awards).