



*First Annual GREEN HOUSE® Meeting
and Celebration
August 6 & 7 • St. Louis, MO*

We invite all GREEN HOUSE® project staff (leadership, clinical, Shahbazim, and support) to join Dr. Bill Thomas and the national Green House® Team for the First Annual Green House® Meeting & Celebration, featuring networking, education sessions, opportunities to share innovations & good practices, and discussions about Green House® model evolution. The setting is the Hyatt Regency Union Station in the original St. Louis Train Station. Union Station has been beautifully renovated into a hotel and conference space. It is located near the Arch and the Mississippi River. We welcome all staff from Green House® homes! Save the dates – more information to follow. Contact Anna Ortigara with questions or ideas: aortigara@ncbcapitalimpact.org or (708) 429-5980.

THE GREEN HOUSE® Model Recognized by the National Commission for Quality Long-Term Care

The National Commission for Quality Long-Term Care final report, *From Isolation to Integration: Recommendations to Improve Quality in Long-Term Care*, identifies THE GREEN HOUSE® model as “...a stellar example of long-term care culture transformation. In addition to transforming the environments in which nursing home residents live, the model has also transformed the work environment for direct care personnel...” The report cites critical programmatic innovations, including the small houses and accessible living spaces that Elders recognize as home. Recognition by the bipartisan National Commission acknowledges and raises the visibility of the pioneering long-term care providers who are creating Green House® homes and transforming their organizations.

Creating Home in the Nursing Home: GREEN HOUSE® Project Participates in National Dialogue

On April 3, The Centers for Medicare and Medicaid Services (CMS) and the Pioneer Network co-sponsored *Creating Home in a Nursing Home: A National Symposium on Culture Change and the Environment Requirements*. This groundbreaking event drew over 600 participants to Washington, DC to hear leading experts share cutting-edge information and perspectives about best practices and key areas of concern on topic areas including private rooms, household and small house models, the concepts of “homelike” versus “home,” and life safety code issues.

Presenters, panel discussants, and attendees explored key developments, successes and challenges, and barriers that remain to be addressed to facilitate innovation and the development of environments that truly create “home” for Elders in a nursing home. Attendees represented the full spectrum of stakeholder groups in long-term care, including federal and state regulatory agencies, providers, consumer advocates, and researchers to name a few.

THE GREEN HOUSE® Project was highlighted as a leader in the field by numerous speakers. The Green House Project Director, Robert Jenkins, was among the panelists and also participated in a follow-on invitational workshop on April 4 designed to develop specific recommendations based on the discussion and issues raised in the symposium. A comprehensive background paper, agenda, and presentations are posted on the Pioneer Network website: www.pioneernetwork.org. □

Working in a Green House® home or organization? **Join the Green House Forum!** E-mail mellis@ncbcapitalimpact.org.

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

*Fighting the Dragon** - Inaugural Column

The Column's Purpose:

THE GREEN HOUSE® Project's goal is to create meaningful lives and real homes for elders and staff living or working in skilled nursing homes. The Green House® model carefully redesigns the living environment, staffing, and operations to preserve the excellent clinical care provided in high quality traditional nursing homes, while implementing new approaches to daily operations. These approaches are focused on supporting elders to live the life they want on their own terms. This requires a careful balance accomplished through adherence to core principles and the creative, sometimes unique, solutions at each Green House® home.

Every aspect of what we do in a Green House® home, and how we do it, either supports or detracts from creating rich and satisfying lives for elders and staff. Each of us has valuable experiences to share about achieving and preserving home and life in The Green House homes. This column is where we will share our successes, struggles, unique solutions, and questions regarding fighting off the dragon of institutional practices.

These may be instances where the dragon creeps back into our homes (maybe a med cart has been seen marauding in the hearth). Or, possibly, where, with sharpened vision resulting from stripping away layers of institutional practice (think of this as culture change IASIK), we see an aspect of our current Green House® model with fresh eyes and it suddenly reveals itself as an institutional vestige.

Our First Question for Discussion:

In our inaugural column, we want to pose a "fresh eyes" question to you that was posed to The national Green House® team by our allies at the Eden

Alternative and Sherbrooke Community Centre. After visiting several Green House® homes and watching the video, Nancy Fox and Cheryl George asked The Green House team why our Shahbazim still wear scrubs. They pointed out that a long established principle of culture change addresses the institutional implications of scrubs in a home.

We were caught off guard by this question. The Green House® Project believes in empowering the Shahbazim and one of our approaches has been to have the Shahbazim create their own dress code. But Nancy challenged us, asking us if we would expect to wear scrubs at home or if we would allow the empowered clinical team to elect to have

a med cart? We were caught red handed and said no. Cheryl and Nancy said they had struggled with the empowerment versus institutional creep aspects of this question as well. They said they also heard from staff that they needed scrubs to work effectively. In the end, with a lot of thinking, they decided that while the

scrubs offered some benefits to staff and the organization, they were placing the convenience of the staff and organization above reinforcing home for the elders - a sure sign that the dragon had a toe hold.

So our question: Have we stripped away enough layers of the institution to reveal scrubs as a previously unseen institutional vestige that now impacts our homes? How should Green House® homes proceed? Please send your thoughts to Anna Ortigara at aortigara@ncbcapitalimpact.org. We will let you know what we have heard in our next quarterly newsletter and feature the story of how the Green House® homes at Baptist Memorials went scrubless! □

*This will be a repeating column addressing issues of institutional creep. Please let us know of issues you have encountered or opportunities you have had in combating institutional behaviors or ideas that are often lurking. Email Anna Ortigara, Communications & Outreach Director, at aortigara@ncbcapitalimpact.org.



Inaugural GREEN HOUSE® Guide Education Program: Coaching Supervision

The Green House Project, in partnership with PHI National, has developed a new education program designed to maximize the effectiveness of individuals serving as Guides in The Green House homes. To make an effective transition to a coaching, mentoring, and facilitative role with the self-directed work teams of Shahbazim, Green

House® Guides need additional tools and skills development. The Green House Guide education program provides direct and intensive training in

an approach to leadership known as “coaching supervision.” This approach involves working collaboratively with team members to identify strengths, determine key concerns, and reach mutual agreement on solutions. The coaching supervisor engages workers in critically examining and, ultimately, solving their own problems, providing support while holding individuals and teams accountable for what they have agreed to do. This approach requires subtle capacity and is radically different from traditional management approaches.

The inaugural/pilot class, held on February 19-21 in Crystal City, VA, was offered to all current Green House® Guides. This three-day education program, composed of theory, role plays, and peer-to-peer inquiry and mentoring, will be held several times per year for individuals preparing to serve as Guides in The Green House environment. The dates and schedule for future sessions in 2008 and 2009 will be posted on The Green House Forum soon. □

After the Coaching Supervision education program, Green House® Guides said:

“I really plan to put this into play with my team - paraphrasing, listening, and trying to use as many of the tools as I can every day - to keep me focused on them”

“It allows the self managed work team to REALLY work when it actually takes place”

“These techniques will increase effective communication and relationships”

“It is amazing how just a change in words or questions can change the approach of an outcome”

2008 Calendar of Events

The Green House® Project Orientation Workshops

Learn More!

Sessions are designed to explain the model to nursing care and retirement community leadership staff and board members, developers, architects, community-based senior service organizations, advocacy groups, hospitals, senior care management companies, community health centers and other interested individuals. Talk in-depth with teams from operating Green House® projects and visit Green House® residences. Format: Two half-day sessions.

Register Online!

www.ncbcapitalimpact.org/thegreenhouse
(Click on *Information & Workshops*)

2008 Workshops	Registration Deadline	Training Center
May 7-8	Registration Closed	Billings, MT
June 17-18	June 6	Redford, MI
July 15-16	July 3	Lincoln, NE
August 13-14	August 1	Billings, MT
September 16-17	September 5	Redford, MI
November 5-6	October 24	Lincoln, NE
December 10-11	November 26	Billings, MT

For more information, contact Joanne Won at 703-647-2311 or jwon@ncbcapitalimpact.org.

The Agency for Healthcare Research and Quality (AHRQ)

is delighted to announce the inaugural issue of the Health Care Innovations Exchange Web site (<http://www.innovations.ahrq.gov/>).

The Health Care Innovations Exchange is designed to support health care professionals in sharing and adopting innovations that improve the delivery of care.

THE GREEN HOUSE® Project is one of the first 100 innovations to be acknowledged on this site. Read our profile: <http://www.innovations.ahrq.gov/popup.aspx?id=1857&type=1&name=print>

If You Don't Use It, You Lose It!

Written by Cheryl Williams, Niece of Mildred Auer



Proud Partners: Mildred and Dorothy

Mildred Auer will turn 103 in August, 2008. She grew up in El Dorado, KS, and lived there all of her life before moving to Newton, KS when she required full nursing care assistance. Until the age of 99, Mildred lived in her own apartment, fixed her own meals, and was responsible for her own care. At that point, Mildred's family encouraged her to move into an assisted living facility in El Dorado. In March, before her 102nd birthday, as she could no longer see or hear and refused to walk, Mildred moved into a health care facility where she could receive full nursing care. At this point in her life, Mildred was perfectly content to sit in her recliner in her room all day or lie in her bed and sleep her life away.

Because my mother (Mildred's sister) was already living in THE GREEN HOUSE® home at Asbury Park in Newton, KS, and experiencing the wonderful care and nurturing environment provided there, I really wanted my aunt to have the opportunity to experience the same things before the end of her life. November 30, 2007 was an exciting day for

me and my family as we were able to move Mildred to the same Green House® home where my mother lives. I'm pleased to say that this move has been for Mildred all that I had hoped. Within a very short time after moving in, the Shahbazim encouraged Mildred to get out of bed and out of her room, becoming part of the "family" that lives and works in this home. To the best of her capabilities, Mildred is now interacting with the other Elders living in the home and with the pre-schoolers when they come to visit. In her younger days Mildred was an elementary school teacher, so connecting with and relating to children has always been a special part of her life.

One evening while visiting with Dorothy, one of the Shahbazim that care for the Elders in the Green House® home, Mildred complained about her legs hurting. Dorothy told her that she had always heard "if you don't use them, you lose them." Several days

"...our Elders will continue to flourish and thrive when they live in an environment that nurtures and supports life..."

later, this same Shahbaz was again visiting with Mildred and Mildred asked if it was right that "if you don't use them, you lose them." Dorothy said "Yes," to which Mildred

replied, "Then, I want to use them!" That same evening Mildred got up and, with assistance, walked for the first time in over a year! Needless to say it was a very exciting moment for me and my family when we were told about it and then saw for ourselves that Mildred was indeed walking!

It seems as though Mildred's quality of life has improved greatly since she has moved into the Green House® home. We all realize that at her age miracles for the better don't usually happen, but seeing Mildred walk again was truly like a miracle. It has helped everyone to realize that, in spite of their individual and unique needs for assistance, our Elders will continue to flourish and thrive when they live in an environment that nurtures and supports life as it should. □

Speaking from Experience

**Dorothy George
Shahbaz at Asbury Park**

These are things Dorothy has learned about Mildred that allow her to be Mildred's partner:

"Mildred has a hearing deficit. I have found that actually lowering your voice and speaking directly close to her face helps her to hear. Also seeing my lips as I speak helps her to read my lips."

Since Mildred started to walk, she now walks through The Green House home twice a day.

When asked to give her words of wisdom to new Shahbazim, Dorothy said,

"You have to like your job. If you don't think of Elders as grandparents whom you want the best for, you won't have the heart to be a Shahbaz."

Texas Grows GREEN in 2008

Reports From Our Two Newest Homes

Longview, TX

Buckner Retirement Services



Families Join Us in Our First Meal

In January of 2008, Buckner Westminster Place opened the first of two new Green House® homes in Longview, Texas. Dr. Pearl Merritt, President of Buckner Retirement Services, proudly reports that outcomes in Buckner's Green House® homes are very positive. "It's exactly as the video said. People who weren't eating are eating and people who weren't walking are walking again."

According to Dr. Merritt, the Elders enjoying these outcomes have had a lot to say about their new Green House® homes. "We've had nothing but positives from the residents. The residents are very happy and the families are very happy." The personal details that make a house into a home add up fast in The Green House residences. Buckner's family members can't help but notice. "One woman said it's neat that her mom can look out of the window and wave goodbye when she leaves after a visit."

"The residents are very happy, and the families are very happy."



Shahbazim Cooking First Meal

In addition to the Elders and their family members, Dr. Merritt notes that the new Shahbazim are doing well and enjoying the change. "The staff say it's amazing. It's a real home." □

San Angelo, TX Baptist Memorials Ministries

March 14, 2008, was a beautiful sunny day and the gurgling waterfall and brook could be heard in the background as 50+ employees, children of employees, and family members of the Elders waited along the sidewalk leading from Sagecrest (our original Alzheimer's facility) to two new Green House® homes. The local newspaper was there with a photographer and reporter and we were front page news the next day - the main story!



Moving Day!

One at a time, we announced the name of each Elder as they came from Sagecrest to our first Green House® home. They walked (or rolled) through the doors of their old home into the sunlight and a crowd of voices cheering and singing

"People are talking and more engaged. This sounds like a tall tale, unless you see it for yourself."

"You are My Sunshine." It was like a moment from *Extreme Makeover: Home Edition* where they yell "move that bus" except that our Guide announced, "Ladies and Gentleman, we are proud to announce our next honored Elder and new member of our Allison Green House® home, Mrs. Agnes Fuchs."

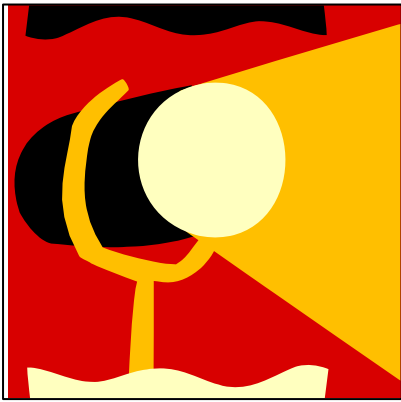
Elders were gleaming. Some were smiling and crying and kids and staff were hugging them and high-five'ing them along the way. And staff were crying too, but smiling and crying. Wes Wells, the Guide, had his guitar and was playing (a little out of tune) and it was fun. A reception followed with families and Elders and staff singing some more.



The Welcome Committee

And then, just like in the original GREEN HOUSE® movie it happened. A man who rarely fed himself started to eat. And since then, Elders who were rarely walking are up and around. People are talking and more engaged. This sounds like a tall tale unless you see it for yourself. What is going on here, eh? It sounds like a 'life worth living.' □

Spotlight on...



Emma Williams Green House® Shahbaz

For most people, August 22nd is just another day. For Nolan Ryan, August 22nd marks the day he struck out Rickey Henderson in 1989 to become the first Major League Baseball pitcher to record 5,000 strikeouts. For Emma Williams, the 234th day of the year holds even greater meaning.

On August 22, 2006, Presbyterian Villages of Michigan opened two Green House® homes on their Redford, MI, campus. Emma was there as one of the first Shahbazim. More than one and a half years later, Emma is still learning and growing as a Shahbaz in the Garfield House. “I went from being a shy person to a very outspoken person when it comes to speaking on behalf of the Elders in the house,” said Williams. “All my life experiences have better prepared me for being a Shahbaz.”

When asked her favorite part about working in a Green House® home, Williams replied “getting the Elders up and ready for their day.” Her favorite time of day, however, is when she prepares their meals. “It’s a special way of touching all the Elders in a different way, because of their individual needs...” Think that food coordinator would be her favorite role? Think again, as Emma’s favorite rotating role is care coordinator. “I feel that’s my God given talent. I have taken care of someone most of my life.”

Despite her longevity at the Garfield House, Williams claims The Green House model still surprises her. “[It] can handle any type of senior living from skilled nursing to more independent care, without changing the format of the house.”

When Emma leaves the Garfield House and heads home for the day, she’s most happy when “going to dinner and to the movies” with her family. In her spare time, Williams enjoys reading all types of magazines and watching *An Officer and a Gentleman* on TV. (She’s a big fan of Richard Gere, but really, who isn’t?!) □

When asked to select one song that describes her life as a Shahbaz, Emma responded, “The Greatest Love.” The Green House Replication Initiative thanks Emma Williams for all that she does every day, and hopes that this song continues playing for many years to come.” □

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THE GREEN HOUSE® Project Welcomes New Team Member!

Susan Frazier, RN, BSN, joined The Green House® Project Team in March. Susan has over 25 years of nursing experience with a predominant concentration in the field of gerontology and Alzheimer’s/dementia care. She is a Project Guide for The Green House® Project. As a Project Guide, Susan provides project management support to organizations adopting the Green House® model and building Green House® homes.



Her passion for improving the quality of life for Elders has been a life long commitment. Prior to working with the Green House® team, Susan served on the leadership team of a non-profit continuing care retirement community where she spearheaded the organization’s transformation to culture change, including assessing industry innovations and outcomes. She has been deeply involved in developing strategic and educational protocols for culture change and dementia care. Earlier in her career, Susan served as a Director of Nursing for a long-term care facility and as a geriatric nurse educator supporting programs focused on deinstitutionalizing Elders and assisting them to stay home or return to the community. Susan has also worked extensively with older adults in a home care setting. □

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