

futureAge

Creating the Future of Aging Services | May/June 2008

VOLUME 7, NO. 3

Developing Your Vision

Stepping-Stones to the Future

Advocacy for LTC
Finance Reform

Small Providers, Big Ideas

Green Houses Expand
Resident-Centered Care

New Vision With
Strategic Planning

House Calls Make a Comeback

Empowered Work Teams Boost Quality

*****CAR-RT LOT**C-003
132593
MS. JEAN BROPHY
VICE PRESIDENT - SENIOR LIVING
WATHER LIFEWAYS INSTITUTE ON AGING
LEAP TRAIN-THE-TRAINER PROGRAM
1603 ORRINGTON AVE STE 1800
EVANSTON IL 60201-5019
455

Contents

features

6 Developing Your Vision

Progressive organizations embrace the challenge of rethinking their missions and finding new ways to serve seniors, staff and society as a whole.

BY GENE MITCHELL

10 Finding Advocates Everywhere

All stakeholders can make the case for long-term care finance reform.

BY GENE MITCHELL

11 "One Voice. One Mission."

Celebrating advocacy and leadership, and looking for change.

BY DAVID HERBEL

14 Small Providers, Big Ideas

Small providers that lack the resources of larger organizations can survive and thrive with creativity and foresight.

BY DIANNE MOLVIG

20 Green Houses Expand the Vision of Resident-Centered Care

More provider organizations are building Green Houses, sometimes with creative adaptations.

BY DEBRA WOOD, R.N.



Matter LifeWays



Asian Community Nursing Home

departments

4 Vision

"Small Talk, Big Ideas"

5 From the Editor

46 Ideas & Innovations

48 AAHSA Synergy

48 Index of Advertisers

Developing Your Vision

How new thinking creates stepping-stones to the future.

by Gene Mitchell

As times, demographics and expectations change, aging-services providers are evolving models that give new meaning to their visions. The need for expanded services combines with changing conceptions of the role of not-for-profits in society. Progressive organizations embrace the challenge of rethinking their missions and finding new ways to serve seniors, staff and society as a whole.

Here are the stories of a few providers who are taking different roads to improving services and updating their visions of what they are and want to be.

As societies mature, a sociologist might tell us, they tend to move toward greater complexity and variety, as economic and social structures differentiate. This process can be seen clearly in the recent history of aging services, as older types of service offerings evolve or give way to a wider range of choices.

For mission-driven providers, a vision of 21st-century services can take many forms. That vision might be a chance to provide a wider range of services via expansion or partnership. It might include collaboration in a provider network for dissemination of best practices and even experimentation in business models. It might mean a reorientation of an organization to reflect a new way of living and working. And, in some cases, it is a vision of a new place in society for a senior-care organization.

More Services, Better Outcomes

The SOURCE (Service Options Using Resources in a Community Environment) program was piloted by the Georgia state government in the 1990s. Wesley Woods, Inc., part of Emory Healthcare, was among the first organizations to join

the pilot and it continues as one provider now that SOURCE is a full-fledged state program.

SOURCE was designed for SSI/Medicaid- and Medicare-eligible seniors. By integrating primary medical care and home and community-based services, its Enhanced Primary Care Case Management providers serve nearly 7,000 senior and disabled adults statewide, in most cases allowing them to stay in their homes, reducing hospitalizations and better controlling chronic illnesses. Wesley Woods benefits by expanding its reach to offer services in the Atlanta area via a network of licensed SOURCE providers.

"The mission is to enable individuals to reside safely in noninstitutional settings," says Teresa Thompson, assistant director of the program for Emory Healthcare. "The thing that differentiates SOURCE is the enhanced medical care." Medical conditions, even seemingly minor ones, are what put older people most at risk for going into nursing homes.

SOURCE services include respite, meals on wheels, medical alert equipment, transportation and more. "A lot of times we partner with different home maintenance providers in the community, doing home

The three Mather's—More Than a Café locations bring an inviting atmosphere, customers of all ages, good food at reasonable prices and a variety of events and services to neighborhoods with high densities of older adults but a lack of services for them.



Mather LiveWays

repairs or even installing ramps,” Thompson says.

SOURCE is not an HMO but, says Thompson, it works something like one. All members choose from a group of preferred providers. More than 25 physicians, with privileges at five major Atlanta-area hospitals, serve Emory’s 800-plus SOURCE members. Case managers, responsible for coordinating all care, visit the homes of their clients at least once per quarter, and maintain monthly telephone contact. Sick residents needing care are visited much more frequently. Carepaths are used to evaluate outcomes and guide service provision. Clients no longer able to live at home can be placed in “personal care homes” for assisted living services. Clients stay in SOURCE until their care costs reach the skilled-nursing level, at which point Medicaid takes over.

A Network for Quality, Looking Ahead

The Faith-Based Network (FBN), a 13-member group of western Pennsylvania providers, was created in the 1990s to cope with the penetration of managed care. By the turn of the century, however, it evolved into a vehicle for shared learning, networking and quality improvement. By banding together, FBN members can better adapt their visions to the realities of the changing long-term care environment.

One of FBN’s central efforts has been its “Learning Circle,” a program built around Mather LifeWays’ LEAP (Learn, Empower, Achieve, Produce) program, and a “Leadership Excellence” program to facilitate culture change.

FBN’s newest vision is online learning. A new “learning portal” has been created to offer both performance monitoring and online learning. Knowledge Planet, a technology and training company, has created a software platform with two components: one for performance-related tasks like pre-hire testing of candidates or performance evaluation, and another for delivering course content online. The latter site, featuring content from Upstairs Solutions, a training content provider for long-term care, allows members to earn continuing education credits.

To secure its members’ workforce, FBN is expanding its health benefits program

for employees, with a special emphasis on wellness.

Today, says Linda Massie, FBN’s interim executive director, the network may be headed back to its roots. “We have gone back to focusing on managed care, because we believe it is coming,” she says. “We are creating a clinical committee to work on quality indicators, and have an active benchmarking committee as well. We’re starting with health care as our managed care focus, but because we don’t know what it’s going to look like, we are going to keep an open mind.”

Envisioning a New Culture in a Large Organization

For Trinity Senior Living Communities, Novi, Mich., vision means a home-grown culture change based in the organization’s own history.

“We started with The Eden Alternative and we supported it because it began with the employee,” says Jaclyn Harris, president and CEO. “In three years almost 2,000 employees went through Eden training. Although we believe in Eden’s principles, we felt we needed to find our own story that is rooted in our heritage, the Sisters of Mercy and the Sisters of Holy Cross. We had conversations with employees, families and other stakeholders. We found that ‘a safe place’ was the most important thing no matter who we talked to. So our ideas evolved from that.”

Trinity realized that “sanctuary” was the essence of what it was trying to achieve. With that as a guiding concept, all the organization’s communities will be renamed “Sanctuary at _____,” thus tying them to the theme but retaining their existing names.

As Trinity worked to develop its own story, it turned to that of St. Brigid, “keeper of the hearth.”

“We took that story as the essence of our sanctuary,” says Harris. “We looked for a name for our caregivers, and we came up with ‘anamcara,’ meaning ‘soul friend’ in Gaelic. So with the idea of sanctuary ... there is a clear defining behavior and relationship that develops. We’ve created an environment in which it is safe for people to take risks and experience personal growth.”

Though sanctuary is about culture

and relationships rather than bricks and mortar, Trinity is making physical plant changes to support its efforts. It opted not to build Green Houses, instead developing “neighborhoods,” each serving 16-20 seniors, in its communities. (The changes are being piloted in one Michigan and one Indiana community.) Each neighborhood includes a kitchen, hearth place, and laundry area. Permanent assignments for staff contribute to relationship building, and institutional schedules are being discarded.

Trinity Senior Living Communities, through its affiliation with the hospital-based Trinity Health system, is thinking about culture change for acute-care systems as well. With Eden Alternative founder Dr. Bill Thomas and the Erickson School, Trinity is considering a pilot for a “senior emergency department” at a hospital in Maryland.

“As we create a noninstitutional environment for our elders, there is a huge demographic shift in population visiting hospitals, and hospitals might not be prepared for that,” says Harris. “Hospitals don’t understand all the nuances of treating geriatric patients. How do we care for them holistically no matter where they are accessing our care?”

Modernizing Services Where the Seniors Are

Efforts to help people age in place usually focus on in-home personal care and health services, adult day programs and more. Mather LifeWays, Evanston, Ill., has perfected a concept built around creating a social space that serves those living in old, underserved neighborhoods in Chicago—and it is succeeding at bringing them in at a younger age.

“Mather’s—More Than a Café” was created in 2000 out of a desire to leave old-fashioned concepts of “senior centers” behind. (In fact, Mather consciously avoids even using the word “senior.”) The three cafés are in neighborhoods with large populations of residents aging in place, yet lacking in outlets for social mingling or provision of services.

“These people tend not to qualify for means-tested services, yet they can’t afford certain things,” says Betsie Sassen, executive director, café development.

Mather's insight was that food brings people together. "If they come for the food," says Sassen, "we can get them to take advantage of other services."

One key to success is that the cafés attract people of all ages, not just seniors. Attractively designed with open floor plans and wireless Internet access, the cafés offer breakfast and lunch from a "corner diner" type of menu at modest prices. (Mather LifeWays subsidizes the cafés.) From the moment they walk in, staff proactively encourages them to take advantage of an array of services and activities.

"We want people to take a class, so if you're there for a meal you can see the classes going on," says Sassen. "People who come just to eat will eventually do things. That's by design. Through quality-of-life surveys, we find that the cafés may have a protective effect on people's ability to age in place."

The cafes can even become a sur-reptitious, nontraditional way to deliver services. A social worker and a nurse come once a week. "The social worker will get to know people over coffee," says Sassen.

Other offerings include exercise, computer, language and cooking classes. Local celebrities are brought in to give talks. Chair massages, wellness coaching and smoking cessation programs are also available.

In another neighborhood with seniors aging in large apartment buildings, Mather offers a "café without walls." In partnerships with local churches and community groups, Mather reaches out to building managers who don't know how to serve their aging residents. Monthly events at local churches offer meals, entertainment, classes and information.

"We want to be seen as an organization that wants to change how society views and values older adults, and on how they view themselves," says Sassen. "These are amazing years for a lot of people. How do you maximize this time?"

An Urban Island of Social Accountability

Social accountability and good citizenship are required of any not-for-profit provider, but the Mary Wade Home, New Haven, Conn., goes beyond making a home for, and providing services to,

seniors. Located in an inner-city area that faces problems with crime and blighted property, this organization has expanded its vision to become an "urban pioneer" helping to preserve a struggling lower-income neighborhood.

Mary Wade's most striking efforts have centered on nearby housing. The home created a 501(c)(2) organization, MWH Holdings, that allows it to hold properties and receive rents. It has bought 11 dilapidated houses in recent years.

"We actually have most of a city block," says Mary Wade CEO David Hunter.

"That [effort] put us into a whole strategic plan—stay or leave—and what do we do now? We decided to add to our nursing home, add assisted living and renovate most of the houses."

At first, the idea was to offer affordable housing to staff, many of whom have long commutes. But since funding for the renovations included money from community development block grants, most Mary Wade staff exceeded HUD's income eligibility requirements; only three staff members rent houses.

Not giving up, the organization created a home ownership scholarship program for staff. Eligible employees can apply for a loan-to-grant of \$5,000 toward the purchase of a home, in a five-block radius, with \$1,000 forgiven each year for five years. The program works with local banks that do not practice predatory lending. Staff can also take classes in home ownership, credit management and personal budgeting. Mary Wade has partnered with the Community Foundation of Greater New Haven, which makes additional contributions to new homeowners in this neighborhood.

Being a good neighbor means building local relationships. Rufina Durazzo, Mary Wade's senior property manager, is in close touch with all of the area block watches and community organizations (some of which hold their meetings at the home's adult day center). The home also offers free weekend transportation for seniors in Greater New Haven.

"There are always things going on in the streets of New Haven," says Hunter. "Rufina is the person everyone calls." In recognition for her efforts in the neighborhood, Durazzo recently received a

"Profiles in Courage" award from the New Haven Police—one of the only civilians to receive that award.

For its community efforts, fiscal responsibility and staff development efforts, the Mary Wade Home was one of two winners of the 2007 "Pathways to Greatness" award from AAHSA and LarsonAllen LLP.¹

Hunter says the evolution of Mary Wade into an important neighborhood anchor was not an all-encompassing plan from the beginning; it has instead blossomed one step at a time.

"The kind of cooperation we've gotten I wouldn't have expected from city officials," Hunter says. "The Public Works Department realizes that if they help us, the effort will be sustained. They are giving us attention where we might not have gotten it before, with respect to trimming trees or fixing sidewalks or changing the lights. One of our neighborhood associations has identified its focus for this year as reducing speeding traffic. Today I wrote a letter suggesting speed bumps in some of the side streets. I got into this field to serve older people and now I'm also involved in urban planning!" *if*

Resources

Wesley Woods, Inc., Atlanta, Ga. (part of Emory Healthcare)

Contact: Teresa Thompson, R.N., assistant director,
teresa.thompson@emoryhealthcare.org
or (404) 728-4552.

Faith-Based Network, Wexford, Pa.

Contact: Linda Massie, interim executive director,
linda@faith-basednetwork.org or (724) 935-7975.

Trinity Continuing Care Services, Novi, Mich.

Contact: Jaclyn Harris, president and CEO,
harrisj@trinity-health.org or (248) 305-7688.

Mather LifeWays, Evanston, Ill.

Contact: Betsie Sassen, executive director of café development, bsassen@matherlifeways.com
or (847) 492-6806.

Mary Wade Home, New Haven, Conn.

Contact: David Hunter, CEO,
dhunter@marywade.org or (203) 562-7222.

¹ For more on the Pathways to Greatness program, including the 2007 winners, visit www.larsonallen.com/healthcare and search for "Pathways to Greatness."