Pioneer Network
7TH NATIONAL CONFERENCE
PROGRAM
August 1-3, 2007 • Minneapolis, Minnesota
WE ARE COMMITTED TO PERSON-CENTERED CARE

Integration • Compassion • Creativity • Caring

BethAbraham
Family of Health Services

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www.cnr.org

612 Allerton Avenue
Bronx, NY 10467
1-718-519-4000
www.bethabc.org

12 Tibbits Avenue
White Plains, NY 10606
1-914-287-7200
www.bethabc.org

Margaret Tietz Nursing and Rehabilitation Center
164-11 Chapin Parkway
Jamaica, NY 11432
1-718-298-7800
www.mtcnc.org
Dear Pioneer,

Welcome to The Land of 10,000 Lakes and the Seventh National Pioneer Network Conference.

Our conference theme “Turning Ripples into Waves” has special significance. Many of you were standing at the end of the pond when we threw the first pebbles into the water. Together we watched the ripples of change gain strength and momentum as they moved from person to person — changing hearts and minds while transforming individual homes and entire systems. Now we are making waves.

For the past ten years, it has been my privilege to work with visionary leaders who are committed to creating a society that honors and values elders and those who support them. For the next decade, we share one goal: we want nothing less than to achieve critical mass for deep system change.

During the coming days, we will celebrate how far we have come together revolutionizing the culture of aging in America. Moreover, Pioneers from here and other countries will set the agenda for the future of culture change.

With growth comes change and “times, they are a-changing.” The Pioneer Network agenda for the next ten years is to extend our reach into exciting new areas. I ask you to join me in welcoming our new Executive Director Bonnie Kantor who will lead us into our next phase of growth, which begins at this conference.

Thanks to all the Pioneers for all you have done to help us grow from a handful of committed individuals into a burgeoning force for change. Rest assured that the Pioneer Network will be making waves for a long time to come.

All the best,

Rose Marie Fagan

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Dear Pioneer,

As the new Executive Director of the Pioneer Network, it is my pleasure to join Rose Marie in welcoming you to Minneapolis and our 7th National Conference, Turning Ripples into Waves.

During our time together — in planned sessions and spontaneous conversations, in formal settings and over coffee — we hope to create a rich dialogue that asks, “What do each of us want for our loved ones and ourselves as we age and grow frail? How can we achieve what we want for everyone, regardless of where they live and what services they need?”

Throughout the conference, we will be looking at long-term care not in terms of settings, but in terms of values: values of honoring the dignity of each elder and staff person, and of creating communities based on strong, loving relationships. We believe that when this focus is taken, many of the costly problems of long-term care and caring (both in terms of money spent and lives left unfulfilled) will be addressed and eventually solved.

Together, I know we can and will make a difference. Together, loudly, clearly and with one voice, we can and will make waves and ensure that new and creative ways of creating home take hold throughout the country.

I am excited to join you on this journey, and I consider it an honor and privilege to be a part of the culture change family. I look forward to meeting you and learning from you during the next three days, so if you have a moment, please stop me and introduce yourself. Let me know how the Pioneer Network can best serve you and our elders.

On behalf of the Pioneer Network board and staff, welcome to Minneapolis and our conference!

Warmly,

Bonnie Kantor
Executive Director, The Pioneer Network
Turning Ripples into Waves
“AT A GLANCE” SCHEDULE

Wednesday, August 1, 2007
7:00 am to 6:00 pm  Registration and Information Center Open
9:00 am to 4:30 pm  Pre-Conference Intensives (Separate Fee)
12:30 pm to 7:30 pm  “Pioneer Mall of America” Resource Center
*Exhibits*
12:30 pm to 5:30 pm  Book Store Open
5:00 pm to 5:45 pm  First Timer’s Welcome
6:00 pm to 8:30 pm  Campfire Gathering (Welcome to Minnesota)

Thursday, August 2, 2007
7:00 am to 6:00 pm  Registration and Information Center Open
7:00 am to 2:00 pm  “Pioneer Mall of America” Resource Center
*Exhibits*
7:00 am to 5:30 pm  Book Store Open
8:00 am to 9:30 am  Turning Ripples into Waves (Opening Session)
10:00 am to 11:30 am Concurrent Sessions A (Small Home Groups)
11:30 am to 1:30 pm  State Coalition Poster Session
11:30 am to 1:30 pm  Box lunch - Exhibitor Showcase
1:45 pm to 3:45 pm  Concurrent Sessions B
4:00 pm to 5:00 pm  Concurrent Sessions C
5:30 pm to 8:00 pm  Dinner on your own
6:00 pm to 7:15 pm  Wine Tasting: A Toast to the Pioneer Network 
(ticket required)
7:30 pm to 10:00 pm  Pioneer Network 10th Year Celebration  
(open to all)

Friday, August 3, 2007
7:00 am to 5:00 pm  Registration and Information Center Open
7:00 am to 2:30 pm  Book Store Open
8:00 am to 9:30 am  Concurrent Sessions D
9:45 am to 11:15 am Concurrent Sessions E
11:30 am to 1:00 pm Concurrent Sessions F (Small Home Groups)
1:15 pm to 2:15 pm  Lunch
2:30 pm to 4:00 pm  Making Waves (Closing Session)
What is the Pioneer Network?

The Pioneer Network is a national, not-for-profit organization that serves the culture change movement. Started by a group of people who share a common belief that our nation’s view of aging must change, the Pioneer Network is promoting a new vision: a culture of aging that is life-affirming, satisfying, humane and meaningful in whatever setting it takes place.

The Pioneers held their first gathering in Rochester, New York in 1997. A small group of 33 professionals gathered to discuss common elements among various pioneering approaches to elder care that supported vibrant living environments in nursing homes. As they sat together for the closing of that meeting, they recognized that others were out there who knew in their hearts that long-term care could be different. They vowed to continue to meet around the country to find those kindred spirits.

As the network has grown, so has our mission and vision. The Pioneers came to understand that the challenges faced in nursing homes today are a microcosm of elder issues in society as a whole. Until American society genuinely values its elders, our culture will not value the system or the workers that support them. For this reason, the Pioneer Network is aiming for nothing less than transforming the culture of aging in the 21st century.

The Pioneer Network connects individuals who are drawn to the organization’s values and principles and are championing changes that bring these values into daily practice. We work in long-term care homes, community-based settings, government, research, advocacy and education. We are also elders and family members. Deep system change in long-term care is no small task. The support system offered through the Pioneer Network has given many individuals the encouragement, hope, and knowledge needed to keep growing the culture change movement.

Today, the Pioneer Network has a resource center, a speakers/consultant bureau, a newsletter, a Web site (www.PioneerNetwork.net) and hosts a blog at www.PioneerExchange.org. The board of directors, composed of individuals from around the country who volunteer their time and talent to further the culture change movement, provides direction and support. The Pioneer Network is not a membership organization. Our work relies upon donations from individuals and organizations that support its mission. For more information about the Pioneer Network, or to make a donation, log onto www.PioneerNetwork.net.

Pioneer Values

Culture change is an ongoing process anchored in transformative values that can make all environments where elders live better places. Pioneers share a common starting point: we exist for elders and those who work with them!

Pioneers commit to these values:
- Know each person.
- Each person can and does make a difference.
- Relationship is the fundamental building block of a transformed culture.
- Respond to spirit, as well as mind and body.
- Risk taking is a normal part of life.
- Put person before task.
- All people are entitled to self-determination wherever they live.
- Community is the antidote to institutionalization.
- Do unto others as you would have them do unto you.
- Promote the growth and development of all.
- Shape and use the potential of the environment in all its aspects: physical, organizational, and psycho-social / spiritual.
- Practice self-examination, searching for new creativity and opportunities for doing better.
- Recognize that culture change and transformation are not destinations but a journey, always a work in progress.

The publications of the Pioneer Network outline strategies for turning these values into practices that can work in your community.

Pioneer Vision

Our vision is a culture of aging that is life affirming, satisfying, humane and meaningful. We recognize the need to create ways of living and working together that are different from the traditional models. The Pioneer Network supports models where elders live in open, diverse, caring communities. Pioneers are working for deep system change by both evolutionary and revolutionary means, using Pioneer values and principles as the foundations for change.

In-depth change in systems requires change in the individual’s and society’s attitudes toward aging and elders; change in elders’ attitudes towards themselves and their aging; change in the attitudes and behavior of caregivers toward those for whom they care; and change in governmental policy and regulation. We refer to this work as "culture change." Our aim is nothing less than transforming the culture of aging in America.

Pioneer Network Mission

The Pioneer Network advocates and facilitates deep system change and transformation in our culture of aging. To achieve this, we:
- Create communication, networking and learning opportunities.
- Build and support relationships and community.
- Identify and promote transformations in practice, services, public policy and research.
- Develop and provide access to resources and leadership.
Make the Most of Your Conference Experience

The Pioneer Network conference is a great place to meet your peers and colleagues from across the country and around the world. Nowhere else will you find so many kindred spirits gathered together for the purpose of advancing the culture change movement.

Take advantage of this opportunity to share your experience with others, ask questions, and even create informal discussion groups for a topic that’s important to you.

Here are some helpful tips:

1) If you came with a team from your workplace, we recommend you split up and go to different sessions so you will have more information to share with your organization!

2) Exchange phone numbers and e-mail addresses with people you meet so that you can stay in touch with each other.

3) Ask lots of questions, and join us as we take an objective look at both the status quo, and the potential for elders and those who work with them.

4) Share your knowledge—every conference participant has valuable wisdom from years of personal experiences. Don’t let the session guides do all the talking.

5) Check/use the message board for opportunities to meet others who share similar challenges in their work. For example, if you want to talk about how to implement consistent assignments, post a time and a place for the conversation on the message board and meet others there.

6) Stay comfortable—bring a sweater or jacket to meeting rooms

7) Look for new tools, ideas and services in the “Pioneer Mall of America Resource Center,” and the “Lake Wobegon® Trail.” There are many resources available to help you with your challenging work.

8) Attend the First-Timers’ Orientation, 5:00 – 5:45 p.m. on Wednesday followed by the Welcome to Minnesota Gathering. Look for someone who also is a first-timer and introduce yourself.

9) If this conference is not meeting your needs, don’t just tell your neighbor. Tell us! We want to do everything we can to make this a valuable and enjoyable experience for you.

10) Have fun!

SPECIAL CONFERENCE FEATURES

Site Visit: Journey Home
Tuesday, July 31st at 5:30 pm – Wednesday, August 1
Sponsored by: Baker + Hogan + Houx, Cooper’s Office Supply, NOR-SON Inc. and Term Memorial

LaVrene Norton, Action Pact, Inc.
Steve Lindsey, Garden Spot Village
Rich Newman, Pennybyrn at Maryfield
Steve Shields, Meadowlark Hills
Kathy Aube, Lenawee Medical Center
Marilyn Oelfke, Perham Memorial Home

This delightful pre-conference session includes a bus-inar (seminar on a bus) before and after a visit at Perham Memorial Home where participants will visit elders and staff living and working in households. Climb onto the bus and experience a three-hour workshop complete with mini-lessons, stories, video, small group exercises and snacks. Workshop guides include leaders from five organizations that have reshaped their physical and organizational structures to create small environments where elders are in charge and staff serve them through self-led work teams. Study the “Elements of Households” then personally experience these elements while visiting Perham.

Beginning on Tuesday, July 31st at 5:30 p.m. in Bloomington, MN there is a 3+hour bus ride to Perham for Tuesday night’s lodging. After breakfast on Wednesday spend the morning through lunch in the households, and a return trip filled with observations, discussion, feedback, questions and answers.

Raffle
Buy a chance to win a WhisperGLIDE® Swing and other fabulous prizes. Proceeds from the raffle will go to the Magic Fund, a scholarship fund to help those who could not otherwise attend our conferences. Help us send direct care workers, elders and students to future Pioneer Conferences. Share the Magic! (Tickets for sale at the registration and information center and the WhisperGLIDE table in the exhibit area.)

Pioneer Timeline
Help us chart our collective history of transformation. Add your culture change dates to our “Pioneer Timeline.” Like ripples in a pond, each action you’ve taken to improve the lives of elders has had far-reaching effects. Let us share and celebrate your Pioneering journey.

The “Pioneer Mall of America” Resource Center and Exhibits
The Resource Center exhibits will be open on Wednesday and Thursday to introduce you to products and services available to help you on your culture change journey. During Thursday’s luncheon, enjoy a boxed lunch and head to the resource center. Use this opportunity to meet exhibitors one-on-one and ask them how they can help you create environments that are life-affirming, satisfying, humane and meaningful for elders and those who work with them.
Pioneer Network Book Store
To keep you inspired when you return home after the conference or to easily share culture change information with your colleagues, the Pioneer Network is pleased to offer an onsite bookstore. This bookstore will be stocked with the books and resources that were used in the development of the conference sessions, as well as others recommended by the guides. You can pay for your purchases with credit cards, cash or checks. Also, if you don’t want to weigh down your luggage, we can ship your purchases to you.

Pioneer Quilt
Join with your fellow conference participants to continue the tradition of creating a Pioneer Network Conference Quilt. Choose a fabric square and use it to express your feelings, thoughts and hopes about culture change. By the end of the conference, participants will have created an inspirational and beautiful quilt that we will proudly display. Quilts from previous conferences will be on display.

Lake Wobegon® Trail
Are you ready to change the culture of aging in our nation? Explore the Lake Wobegon® Trail to discover tips for keeping your staff engaged. Training materials developed and sponsored by In The Moment.

Message Center
Messages for conference participants will be posted on a message board near the registration and information center in the Grand Ballroom Foyer. We encourage you to check the message board regularly. If we are notified of an emergency, we will do our best to immediately locate you.

No Smoking Policy
Smoking is not permitted during any of the conference events or in any of the conference meeting rooms, the Pioneer Mall of America Resource Center or networking areas.

Special Requests
If you have any special needs (i.e., dietary, physical, transportation), please visit the registration and information center.

Tourism Information
Bloomington is home to many unique sights, including museums, theatres, casinos, parks, lakes, reserves and arboretums. Their world-famous Mall of America, the “MOA”, is a brief ride away. Pick up Minneapolis-St. Paul area information in the Pioneer Mall of America, in the hotel lobby, or ask one of the local Pioneers for suggestions.

Transportation
Sheraton Bloomington offers free parking and complimentary shuttles to and from Minneapolis Int’l Airport and the Mall of America. Light Rail ($2 one-way) runs every 7 minutes from Mall of America to downtown Minneapolis.

Cell Phones/PDAs
Audible cell phones, pagers and other personal technology are prohibited during the conference programs. Please ensure that all devices are turned off or set to vibrate in order to create a more peaceful, person-centered atmosphere.

Breaks
Sessions are planned to begin and end on time. Conference breaks are designed to allow you to arrive at sessions on time.

Conference Meals and Events
Lunch is provided on Thursday and Friday for all registered participants. Lunch tickets were distributed with your name badge. Please bring your tickets to meals and wear your name badge to all conference events.

Continuing Education Credits
Provision of NAB Continuing Education (CE) credits is available for a separate fee of $30. For administrators, application has been made with the National Accreditation Board for 12 hours for the main conference, 6 hours for each pre-conference intensive and site visit.

All other disciplines will receive an attendance certificate.
**PRE-CONFERENCE INTENSIVE SESSIONS**

**Wednesday, August 1 2007**
9:00 am – 4:30 pm

*Pre-conference sessions require advance registration and payment. To check availability, visit the registration and information center.*

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**PC-01**

*Leadership in the New Culture*

*Sponsored by The Catholic Health Association*

Bill Keane, Consultant in Aging  
Monte Coffman, Windsor Place  
*(Bloomington)*

This intensive experience will focus on cultivating the elements necessary for meaningful and sustainable cultural transformation in your organization. These elements include ethical leadership and a team organizational culture that distributes power and control as close to the elder as possible. This session’s four key areas of focus are: the individual experience of power and vulnerability; defining a shared vision for aging in community; the role of leadership in developing this new culture; and tools for planning organizations that are person-centered and relationship-based.

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**PC-02**

*Creating Places Where We Are Proud to Live and Work: How to Begin the Journey of Change*

Joanne Rader, Rader Consulting  
Lynda Crandall, Consultant  
*(Atrium 4)*

When those who work in elder care settings hear about culture change, they are often excited to create an environment of value-based, person-directed care. But the question remains, “How do we begin?” This intensive is designed for those who recognize the need to change and have yet to begin the process or have just begun. The emphasis is on building inclusion and partnerships, and creating a reasonable, thoughtful plan that can succeed. This is an interactive session that will provide numerous tools for you to take back to your home. The changes that we will describe do not require remodeling or rebuilding the home, but will address how to alter the existing organizational, physical and psychosocial environments to better support person-directed care in order to achieve quality of life for those living and working in the setting.

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**PC-03**

*Home Is Where the Kitchen Is*

Linda Bump, Pennybyrn at Maryfield  
Robert Creel II, Pennybyrn at Maryfield  
*(Plaza 2)*

Whether you are a traditional home or a transforming organization, whether you are well along on a culture change journey or just thinking about beginning to change, this introduction to enhanced dining experiences will be of value to your dining and nutrition services staff - RDs, CDMs, chefs, cooks, as well as administrators and other department leaders. In the spirit of OBRA, which challenges us to maximize resident choice and honor resident individuality through dining innovations, this workshop will explore multiple opportunities as simple as special celebratory meals to the complexity of breakfast cooked to order. Learn what pioneers in dining innovation are doing to enhance resident-directed dining in long-term care.

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**PC-04**

*High-Performance Workplace: The Pre-Requisite for Culture Change*

*Sponsored by Upstairs Solutions, LTC*

David Farrell, Director, Care Continuum, Lumetra  
*(California QIO)*  
Barbara Frank, B&F Consulting  
Cathie Brady, B&F Consulting  
*(Atrium 6)*

There are three components of a high-performance workplace: staff stability, systems that support staff cohesion and collaboration, and high-involvement management practices. When these are in place, organizations can take on any change process with a high degree of success. This session will trace one home’s journey from instability to stability, from contention to collaboration. It will provide the tools used for data-driven decision-making — to uncover the causes of the instability and re-allocate resources to support stability. The session will share pillars of stability and teamwork including: effective communication systems, collaborative problem solving, leadership credibility and encouragement, meaningful staff appreciation, and development of leaders throughout the organization. We will debunk conventional wisdom while presenting the business case for practical, research-based strategies that bring out the best in your staff.

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**PC-05**

*The Eden Alternative: A Principle-Centered Approach to Cultural Change*

Nancy Fox, The Eden Alternative  
Judy Thomas, The Eden Alternative  
Dorene Spies, Mt. Carmel Home  
*(Atrium 3)*

In this session, participants will explore The Eden Alternative as a principle-centered approach to cultural transformation. The Eden Alternative began 15 years ago in one nursing home and has grown into a movement reaching tens of thousands of people around the world. Dive deeply into the rich philosophy of The Eden Alternative with one of its founders Judy Thomas and deepen your vision for creating vibrant communities where elders and staff can thrive. Whether already a part of the family of Eden or an explorer new to its concepts, you will discover meaning and excitement in this day-long journey. *Come ride the Eden Wave!*
This session will explore the role of nurses in communities undertaking culture change. Many questions exist about how nurses are most effective in transforming a community. They bring clinical knowledge and history as care team leaders, but the rigidity of medication administration and regulatory responsibilities has often left nurses sidelined from being full partners in transformation. The role of nurses has been conceptualized in a variety of ways in culture change organizations. In this session, different models will be presented and many questions will be explored with the goal of including nurses as core components in communities’ transformation.

PC-08
Nurses and Culture Change: Leaders? Teachers? Team Builders? Partners!
Anna Ortigara, Life Services Network
Denise Ellis, Perham Memorial Home
Mary Ann Anchini, Presbyterian Homes
Jude Rabig, Rabig Consulting
(Plaza 5)

This session will require the purchase of the Time Slips manual for $10.

PC-09
Growing Leadership Deep and Wide: Changing Roles in Transformational Organizations
Megan Hannan, Action Pact, Inc.
Marcia Parsons, Garden Spot Village
(Atrium 7)

As organizations move toward person-directed daily life, staff take on new roles in a changing environment. In successful and enduring culture change, everyone grows in leadership skills, is expected to use those skills and is then evaluated on them. Come learn with a panel of practitioners who are experiencing these new roles, and share ideas about the processes they used to grow into new roles. The panel will share their stories, successes and stumbles along the way. Participants will have a chance to share their own stories, as well as learn steps in the process of crafting new roles in transforming organizations.

PC-10
Creativity Creates Connection
Karen Stobbe, In the Moment
Nancy Tischer, St. John’s on the Lake
(Atrium 1)

Besides being wonderfully alliterative, the title for this session is true. We must find ways to unleash the creativity in ourselves, in those we work with and with persons who have dementia. The first half of this session will focus on the innovative and effective storytelling method “Time Slips,” which reaffirms the storyteller’s (Person With Dementia) humanity and makes connections with family, friends and staff. You will learn the tools and confidence to bring “Time Slips” to your home or use as a volunteer wherever you wish. The second half of the day will give you an overview of the “In the Moment” program. This method uses creative techniques, theater exercises, and improvisational games as teaching tools for anyone who wants to enrich the care of persons with dementia. Although the focus is on Alzheimer’s, you can use this multi-faceted training program for many other needs. We will be using “In the Moment” as a framework, but part of the focus will be on learning what will work for you and your team. This session is appropriate for everyone from CEOs, to skilled trainers, to CNAs, to family members.
PC-11
Creating & Sustaining Culture Change Coalitions: Practical Tools and Policy Directions
Sponsored by AARP
Joe Angelelli, Paraprofessional Healthcare Institute
Hollis Turnham, Paraprofessional Healthcare Institute (Edina)

Culture change coalition leaders from around the country will come together during a special meeting on August 1 for a unique opportunity to share organizing lessons and tools for sustaining momentum. Following an open poster session featuring innovations from dozens of states, we will focus discussions on specific organizational issues like outreach, communication, funding and stakeholder involvement. Representatives from the Minnesota Culture Change Coalition will share their experience developing their culture change coalition. Hollis Turnham of the Paraprofessional Healthcare Institute will lead an afternoon discussion on public policy issues. Participants will ultimately form small group learning circles to examine the alignment of culture change with a variety of state and federal public policy initiatives, including workforce training, regulatory oversight, reimbursement policy and broader system rebalancing issues.

PC-12
R*E*S*P*E*C*T: Building Community in a Diverse Workplace
Maria Ellena DelValle, Paraprofessional Healthcare Institute
Shelly McDowell, Paraprofessional Healthcare Institute (Plaza 4)

The process of implementing organizational change often brings pre-existing communication and interpersonal challenges to the surface. Transforming an organization’s culture requires communication and relationships to flourish, so the need to resolve these challenges is vital. Participants in this session will form a supportive learning community as we engage in a process of defining respect and exploring our strengths and differences. If your culture change strategy includes effectively supporting a culturally diverse staff and the desire to build respectful relationships between departments, shifts, supervisors and staff, then this is the session for you. While individuals are welcome, this session will be particularly useful to teams from the same organization.
Welcome to Minnesota: A Campfire Gathering
6:00 pm to 8:30 pm
(Garden Court)

Enjoy traditional campfire fare while you reconnect with old friends and make new ones. Enjoy the raucous Minnesota comedy of *Ole and Lena*. As the embers start to glow, get comfy and join us around the campfire as we catch up with the founding Pioneers. You may not have been present for that first gathering 10 years ago, but don’t miss this opportunity to snack, chat and hang out with the people who were there.

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**Conference Goals**

The Pioneer Network's National Conference is where the culture change Pioneers come together as a learning community to gather tools for the change process, rekindle our spirit and revitalize our beliefs. Whether you are new to the movement or are a longtime friend, plan now to join us as we work together to transform the culture of aging.

10 Years — Revolutionizing the culture of aging in America. Let’s celebrate how far we have come together.

10,000 Pioneers — Join us in beautiful Minnesota as we meet old friends, make new acquaintances, and share our stories.

10,000,000 Possibilities — Come set the agenda for future of Culture Change.

1 GOAL — We want nothing less than to achieve critical mass for deep system change. Our strength is our commitment to work together to create a society that honors and values elders and those who support them.

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**THURSDAY, AUGUST 2**

**Registration and Information Desk Open**
7:00 am to 6:00 pm
Ballroom Level

**Book Store Open**
7:00 am to 5:30 pm
Grand Ballroom Foyer

**“Pioneer Mall of America” Resource Center/Exhibits Open**
7:00 am to 2:00 pm
Veranda Ballroom & Grand Ballroom Foyer

**Opening Session: Turning Ripples into Waves**
8:00 to 9:30 a.m.

Carter Catlett Williams, Convener
Bonnie Kantor, Executive Director, the Pioneer Network
Karen Stobbe, In the Moment
Mondy Carter, In the Moment
(Grand Ballroom)

Welcome to “Turning Ripples Into Waves”
We’ll convene the Seventh National Conference with our legendary “Roll Call of States.” Then we’ll trace our journey from the first ripples of change to current waves of systemic transformation. Visionary elder Carter Catlett Williams will inspire and challenge us to see aging from a new perspective.

Bonnie Kantor, the Pioneer Network’s executive director, will invite us all to be a part of the wave of social change that is transforming how we care for each other and how we ourselves will choose to age.

In closing, wife and husband team Karen Stobbe and Mondy Carter will put us back in touch with how and why we chose to serve elders. This special performance of *Sometimes Ya Gotta Laugh* will help set the tone for your conference experience. *Sometimes Ya Gotta Laugh*, a show created after Karen’s father was diagnosed with Alzheimer’s disease, is about finding your laughter, accepting your tears and being human.

**CONCURRENT SESSIONS A**
10:00 am to 11:30 am, 40 Small Home Groups
(Assignments given at opening session)

Small Home Groups
Following our powerful opening session, we will meet in smaller home groups, meet new friends and hear each other’s stories. This will be a high-involvement process where we will glean as much input as we can from participants. Here is where the first ripples of transformation can be explored.
State Coalition Poster Session  
**Sponsored by The Commonwealth Fund**  
11:30 am – 1:30 pm  
(Garden Court)

Come learn about the many statewide culture change coalitions that have been formed all over the country. Posters describing a wide range of activities and experiences of culture change coalitions will be on display. Attendees will have the opportunity to connect with others in their state and to learn how to get more involved in this exciting collaborative work.

Box Lunch/Exhibitor Showcase  
11:30 am – 1:30 pm  
(Grand Ballroom)  
Visit our exhibitors in the Veranda Ballroom and Grand Ballroom Foyer.

**CONCURRENT SESSIONS B**  
1:45 pm to 3:45 pm

**B01**  
**Free-Thinking and Still Engaged**  
Wendy Caputo, Executive Director, Sunset Hall  
Jacqueline Anderson Mattfeld, Director, Center for Creative Aging and Gerontology  
Joyce Duca, Elder Resident, Sunset Hall  
(Plaza 3)

Sunset Hall, an organization serving free thinking elders, is dedicated to promoting independence of spirit and involvement in the world. The Center for Creative Aging and Gerontology at Harold Washington College serves those who are called to serve something bigger than themselves as they get older. Social activism and community engagement are the elixirs of later life.

- Learn how Sunset Hall was founded and how it has managed to survive since 1923  
- Explore how Sunset Hall fosters community engagement and social activism for all members  
- Explore how opportunities for meaning and purpose in later life can be fostered  
- Discuss what can be learned from Sunset Hall and other initiatives that promote engagement in later life

**B02**  
**Quality of Life: Delineating Between Deficient Practice, Common Practice and Culture Change Practice**  
Carmen Bowman, Owner, Edu-Catering  
(Plaza 5)

For each of the federal quality of life regulations, deficient practice, common practice and culture change practice are identified and discussed. We will discuss “Tag 241: Dignity” and the common use of undignified language in institutions and suggest more dignified alternatives. This session shares the content of a new culture change workbook of the same title, authored by the speaker, a former surveyor. We hope to inspire you to re-think commonly accepted practices.

- Recognize each of the quality of life regulations at Tags 240-252  
- List the many undignified terms used within long-term care and list potential dignified replacements  
- Discuss what practices are deficient, what practices are common and what practices reflect a changed culture

**B03**  
**Staying Home: Housing Models of the Future**  
Ronald Bruno, Executive Director, Morningside Retirement Services  
Beth Bright, Administrator Fairport Baptist NNORC  
Garth Brokaw, President/CEO, Fairport Baptist Home  
(Atrium 7)

This session demonstrates how elders can remain living in their own homes, despite progressive frailty, dementia or other challenging situations. Guides from a Naturally Occurring Retirement Community (NORC) and a Neighborhood NORC (NNORC) will show how community-based care can be linked with existing housing to allow elders to thrive with the reassurance of familiar surroundings.

- List types of partnerships, including technology, that enhance services within NORC and NNORC settings  
- Recognize the NORC model and discuss how these settings could be the dominant housing model of the future  
- Outline why the NORC approach is particularly advantageous for elders with dementia

**B04**  
**The Eden JOURNEY: It Is Not Just Bricks & Mortar, It Is The Spirit Within**  
Mary Powell, Director of Nursing, Douglas County Health Center  
(Plaza 2)

This presentation will highlight the journey taken by a county hospital built in the 1930s to evolve into a 254-bed long-term care home where “The Spirit of Eden” is alive and growing. The journey focuses on eliminating loneliness, helplessness and boredom, not only for the residents who call this place “home” but also for the staff who work there. Being a home supported by county tax dollars, the luxury of building a new home where the ideal environment could be created was not an option. The challenge was to create “The Spirit of Eden” within the walls of an existing structure through creative and innovative approaches.

- Identify three creative and inexpensive ways to promote “The Spirit of Eden” in a long-term care environment
Learn three ways the Eden Alternative was implemented within the walls of an existing county home built in the 1930s.

Learn how the “Three Plagues” of long-term care impact both residents and staff.

**B05**

Training that Transforms: Personalizing Care of People Living with Dementia

*Sponsored by ElderHealth Northwest*

Teepa Snow, Dementia Care Specialist, Positive Approach to Care & Training

Melanie Bunn, Dementia Care Specialist, Bunn Organization (Plaza 1)

This session will provide a highly interactive opportunity to explore new approaches and techniques in providing service and care to people living with dementia or Alzheimer’s disease. We will encourage learners to re-examine behaviors typically described as challenging or problematic and consider their role in interpreting these behaviors. We will also provide participants with concrete, practical and effective skills to change relationships and outcomes by choosing behaviors, words, actions and responses that match retained abilities and compensate for lost skills of the person they are attempting to help. We will highlight the use of the Adult Experiential Learning model to provide attendees with a framework to transform their own training efforts into interactive and care-changing events.

- Explore possible causes and reasons for observed “challenging” behaviors during care provision for people living with dementia
- Compare typical approach versus positive physical approach skills when working with someone who has dementia
- Discuss effective communication and cueing techniques to limit refusals and resistance to care
- Learn the components of the Adult Experiential Learning Model that determine one’s ability to implement knowledge and skills into practice

**B06**

Culture Change: Theory to Action

Denise Gannon, VP Clinical & Support Services, Eliza Jennings Senior Care Network

Amanda Thoburn, Director of Rehabilitation, Therapy Partners

Mark Beggs, COO, Eliza Jennings Senior Care Network (Atrium 4)

The last few years have seen an explosion of interest in long-term care culture change. Initiatives such as “neighborhoods” and “household models” have cropped up over recent years as a way to transform the “medical model” into one more focused on the quality of life of residents. In long-term care, as in other health care settings, many medical professionals worry about the clinical results of helping residents to take control of their own care and daily routines in a person-centered care environment. We will share the story of how our community changed its culture and made it possible for residents to direct the care they receive. Our story will include ways we initiated change in our dining, diets, med pass and how therapy was delivered. We will also describe how the members of our interdisciplinary team overcame their reservations and concerns to support the residents in the choices they make.

- Learn how one team implemented person-centered care while maintaining excellent quality of care
- Explore how to empower employees
- Discuss the importance of innovative physical therapy, occupational therapy and speech therapy programs in facilitating person-centered care

**B07**

Culture Change in a More Traditional Environment

Jean Heid-Grubman, Healthcare Administrator, The Holmstad, Covenant Retirement Community (Edina)

Many organizations cannot afford the costly renovations that they may see as necessary in order to change their culture. This session will discuss how to change the culture without significantly changing the physical environment. The presenter will walk the audience through the change journey that her team experienced — the challenges they faced and the decisions they made, both successful and unsuccessful. She will discuss the creation of neighborhoods, cross training of staff, change in resident routines, dining innovations, life enrichment programming and staff development. This discussion will be guided by the journal the administrator kept during the journey as well as videotaped interviews with residents and staff.

- Explore a process for changing resident wake-up routines
- Discuss changing bathing routines
- Learn steps to create neighborhood teams
- Explore seven distinct life-enrichment programs

**B08**

Resident-Directed Community Life: Activities Inspired and Led by Teams

Sandy Hennum, Director, Recreation Therapy, Neilson Place

Anita Schacher, CEO, Clatsop Retirement Village (Bloomington)

Going beyond the typical monthly calendar planned by activity staff, this session will share successful resident and staff team approaches to planning meaningful activities within the environment. We will describe strategies and approaches to ensure that each resident has something to do, something to care for, something to care about, someone to love and something to hope for.

- Explore how activities can be team-inspired and led
- Learn strategies for creating resident-directed activity programming that is meaningful to individual residents and...
attempts to encompass all aspects of life.
- Learn tools to communicate, coach and incorporate activities into a neighborhood model of resident-directed care.

**B09**
**Power Sharing: Releasing the Energy and Life in Your Leaders**
Gary Johnson, VP of Operations, Messiah Village
Emerson Lesher, CEO, Messiah Village
(Plaza 4)

Messiah Village is in the midst of transforming its organization to a person-centered culture. Initially, there was considerable effort to empower nursing assistants without similar efforts to release power within supervisors and managers. Senior managers took a deep transformational approach to addressing those issues, building their strategies on the wishes and desires of its residents. Messiah Village continues to work through the process of change. Our leaders have a deep desire to maintain accountability while creating a safe harbor in which to make significant changes.

- Discuss issues related to power relationships and how they change as hierarchy moves to non-hierarchy
- Explore the relationship between personal and professional transformation processes
- Learn three factors that promote transformational leadership in culture change

**B10**
**Create New Without Building New: How to Transform Your Existing Physical Environment on a Budget**
David Wolterstorff, President, WAI Continuum
(Atrium 6)

With growing senior expectations, new care-delivery models and evolving philosophies, care providers throughout the industry are exploring ways to transform their physical environments with limited means. By repositioning the physical care environment, providers can find not only improved marketability, but also a solution where the environment supports services provided, with residents participating in their own care delivery. Guides will discuss ways to implement changes with the greatest impact as well as how to work with your structure, not against it. We will identify strategies to meet a variety of physical plant goals and present real world solutions for:

- Adopting neighborhood configurations for closer staff/resident engagement
- Integrating technologies that eliminate the institutional model of care
- Accommodating resident lifestyles - improving marketability along with quality of life
- Using space to encourage resident activity
- Learn the largest cost drivers in construction projects and how to avoid big-ticket purchases
- Discover untapped revenue sources that can be gained by making minor plant changes
- Learn how and where to focus change so that the greatest impact is realized
- Explore the impact of culture and environmental changes on key quality indicators

**B11**
**HATCH: Holistic Approach to Transformational Change**
Michelle M. Pandolfi, Quality Improvement Consultant, NHQI
(Shipside)

This session shares with individuals an approach to culture change using the HATCH (Holistic Approach to Transformational Change) model. It introduces participants to a holistic model emphasizing change within six domains in transforming a nursing home from institutional to individualized care. Filled with practical examples and an eye toward quality improvement, this session will offer participants a structure and strategy to serve as a guide throughout their culture change journey.

- Learn the six domains that comprise the HATCH model
- Learn about the Pathway of Transformation
- List three ideas from the session to share with their organizations

**B12**
**Person-Centered Technology: a Seamless Fit into the Culture Change Journey**
Sponsored by Volunteers of America
Jack York, Owner, It's Never 2 Late
Judy Amiano, VP of Senior Services, Riverside HealthCare
Tobey Dichter, Founder / CEO Generations on Line
Joe Angelelli, Paraprofessional Healthcare Institute
(Atrium 1)

Technology in long-term care is usually driven by operations and reporting requirements, not by the needs of elders. This presentation will show how person-centered technology can fit seamlessly into your culture change journey. You will visit two communities via webcam. One, a creative community in Illinois is using technology to drive an intergenerational program; the second, a community in Colorado, is integrating multimedia profiles into its care planning process.

- Learn ways that person-centered technology can benefit elders in your community
- Discover how technology can be a cornerstone of an intergenerational program
- Explore new forms of online communication that are connecting elders and people with disabilities
C01  
Eden at Home: Taking the Eden Principles Beyond the Walls of Long-Term Care  
Laura Beck, Program Director, Eden At Home  
Beth Sanders, CEO, LifeBio  
(Plaza 4)

Eden at Home (EAH) applies the Eden Alternative’s Ten Principles to empower members of the larger community to reconsider how we care for our elders and each other. A set of grassroots-focused programs, EAH assumes that elders have a legacy to share, and meaningful care nurtures the human spirit as well as the human body, encouraging each person’s unique capacity for growth. Session participants will explore how EAH offers both inspiration and practical tools for improving quality of life for Elders living at home and their informal care partners. Participants will also discover how EAH’s Embracing Elderhood program builds bridges between long-term care residences and the larger community via the power of elders’ legacies, the Eden principles and intergenerational relationships. The session also features Embracing Elderhood’s integration of LifeBio.com as a powerful user-friendly online system for legacy construction.

- Differentiate between "care partnering" and "care giving"  
- Learn ways that even a home can feel much like an institution  
- Learn how a care partner team can actively support the health of their long-term process  
- Discuss how the power of story is an integral part of providing genuine care

C02  
SELF: Making Waves Through Lifelong Fitness  
Kathleen Brogan, Chief Nursing Officer, NewCourtland Elder Services  
(Plaza 2)

For many, a lifelong commitment to fitness is indeed culture change. In this session, we will share the process of developing a wellness program for elders in long-term care and how it has generated motivation, interaction and determination among the residents and staff in seven Philadelphia-based homes. SELF (Seniors Empowered for Lifelong Fitness) is a story of interdependence as residents and staff worked together to develop a program that promotes fitness. Contests, parties, theatre and music were among the many techniques used to infuse this program into the everyday lives of the residents. You will learn how yoga, line dancing and weight training can make a difference in the culture of your organization.

- Learn the impact of wellness programs for elders in long-term care

C03  
Outcomes of an Organization-Wide Leadership Intervention in a Long-Term Care Home  
Susan Gilster, Executive Director, Alois Alzheimer’s Center  
(Atrium 7)

Leadership plays a key role in the success of a home — particularly in times of change and competition. This session will explore the impact of a leadership model introduced in an organization lacking leadership longevity and strategy. Surveys, turnover/retention, agency costs, census and financial status conducted at baseline, 3, 6, and 12 months following an intervention, with participation over 75 percent. We will explore outcomes and discuss mechanisms for implementing the S.E.R.V.I.C.E. model of leadership intervention.

- Learn the importance of a leadership plan and strategy  
- Explore the impact of an organization-wide plan on staff/family satisfaction  
- Examine specific actions implemented in an organizational leadership intervention

C04  
Dare to be Better: The 5 Keys to Success at Work  
Demi Haffenreffer, CEO, Haffenreffer and Associates, Inc.  
(Plaza 1)

Are you satisfied with what you are creating at work? Have you jumped from one position to another in search of your real niche and still feel unfulfilled? Now more than ever, long-term care needs committed, fearless, leaders willing to take chances to create an environment of shared values. Creating reality is not new — we all have this innate power to create our own realities. This workshop is about developing a balanced and creative profession for ourselves. The “Keys” are simple yet often complex exercises of creating goals in five areas of your professional life: Health, Relationship, Work, Spirituality and Calling. We will review the Keys in detail, discuss the principles of goal setting and develop goals in all five areas.

- Identify what is important in your professional life  
- Apply principles of goal setting to 5 key areas  
- Write one goal in each of the 5 key areas and discuss how these relate to your current position and creating change  
- Establish a system for review and evaluation of your goals on an ongoing basis
C05
Championing Culture Change at the State Level: The Kansas Experience
Debra Zehr, President, Kansas Association for Homes and Services for the Aging
Kathy Greenlee, Secretary, Kansas Department of Aging (Atrium 6)

We celebrate and learn from the good work of thousands of long-term care providers who are on the journey of culture change. But their work does not occur in a vacuum. Macro-factors, including (but not limited to) public policy, public awareness, and professional and paraprofessional education have tremendous potential to catalyze or stymie progress. Join us as we use the nearly decade-long Kansas experience as a lens to explore the role of macro-factors in the transformation of long-term care. We will share and brainstorm strategies to identify and engage the right stakeholders and leverage macro-factors to advance and support the transformation of long-term care in your state.

- Learn the importance of the macro-factors of professional and paraprofessional education, public policy and public awareness in advancing long-term care culture change
- Explore the statewide culture change journey in Kansas, including breakthrough moments, collaborative challenges and successes
- Learn ways that macro-factors can be leveraged in your state to support or advance culture change

C06
Pain Management: Beyond Medication

When a resident is hurting, what else can you do to help? What happens when the pills wear off? Effective pain management requires more than just medication. Come explore a variety of non-drug, pain management techniques that can be utilized by anyone and in various settings. The session will include active demonstration and hands-on work groups.

- Identify regulatory agency (OBRA/JCAHO) requirements/expectations regarding pain management
- Identify key elements regarding pain management documentation (assessment, care plans, daily records, progress notes)
- Demonstrate the ability to provide a variety of non-pharmaceutical pain management techniques

C07
Become Your Own Researcher: Measuring without Money
Sponsored by Rader Consulting
Kathy Nyquist, Administrator, Beechwood Homes (Atrium 4)

Beechwood Continuing Care in Buffalo, New York, began its culture change journey in 2003. One of their goals is to “build the evidence” that culture change works. Proving the effectiveness of the initiative is critical to motivating staff, demonstrating sustainability and building relationships with potential donors and other external partners. Many people think they do not have the research skills or manpower to conduct outcome assessments. This workshop explores ways to use information and resources already at hand to help “tell the story” of effective culture change.

- Learn why outcome measurement is important
- Identify what things are important to measure
- Develop the framework of a plan for collecting, evaluating and reporting outcomes using sources they already have in their facilities

C08
A Conversation About Culture Change and Professional Curriculum
Douglas Olson, Associate Professor, University of Wisconsin, Eau Claire
Jennifer Johns-Artisensi, Assistant Professor, University of Wisconsin, Eau Claire
Student Panel (Plaza 3)

As more consumers seek person-centered care, our educational programs must provide today’s students (tomorrow’s health and aging service leaders) with an understanding of the value of culture change and the foundation and tools to effect such change. In this interactive session led by faculty and facilitated by current practicum students, we will explore participants’ own training experiences and possibilities for enhancing the traditional academic curriculum by intentionally infusing principles of culture change.

- List strengths and limitations in previous education and training of health and service leaders
- Learn how an undergraduate program for long-term care administration can advance culture change education through a variety of on-and off campus experiences
- Discuss an array of new ideas to provide academic preparation for upcoming leaders to implement culture change

C09
Living With Dementia: From DISability to Ability!
Richard Taylor, Speaker
Bill Keane, Consultant in Aging (Bloomington)

Rather than emphasize the person’s existing abilities, strengths and desires, traditional Alzheimer’s care has focused on measuring functional loss, responding to negative behaviors and ensuring safe containment. As a result, well-intentioned caregivers have DISabled the person with the disease from their unique potential and the fullness of life. This session will examine the critical issues of communication and behavior in person-directed care, providing participants insights into their
own DISabling values and behaviors, while learning new practices that will promote positive enabling and re-abling interactions and experiences.

- Discuss the experience of DISabling, enabling and re-abling from the perspective of a person living with Alzheimer’s disease
- Recognize your own values and behaviors as caregivers in dementia
- Explore a model of analysis and practice that enables and re-ables persons living with dementia to realize their fullest potential every day

C10
Self-Determination
Elias S. Cohen, Executive Director, Community Service Systems, Inc.
Wendy Lusbader, Author (Edina)

One of the core values of culture change suggests that elders make their own decisions and shape their daily lives, regardless of where they happen to be living and their degree of physical ability. Implementing this core value in traditional residential care settings can be difficult, but it has also been a challenge when elders strive to remain in their own homes. This session will examine the disability-rights movement that has been growing in tandem with the culture change movement to see how the two can combine strengths. We will probe ongoing dilemmas, with a view toward identifying ways to make fundamental progress.

- Discuss the concept of self-determination in a concrete, operational manner
- Examine the common strengths of the disability-rights movement and the culture change movement
- Identify ongoing dilemmas that have thwarted progress for both movements
- Explore specific ideas for how both movements can make progress

C11
Quality Indicator Survey: Where Regulation Meets Culture Change
Andrew M. Kramer, President and CEO, Nursing Home Quality (Shipside)

The Quality Indicator Survey (QIS) contains 136 new quality indicators covering quality of life and quality of care issues that are not included in the MDS QI/QM calculations. Although the QIS was designed for the federal survey, it provides the basis for a comprehensive quality assurance system for nursing homes. As a tool, it offers the possibility of helping nursing homes assess residents’ quality of life and quality of care using structured information reported by residents, families and staff. These data, combined with information obtained through observation and record review, can be an important component in any culture change effort. In this session, we will discuss how the QIS methodology represents a resident-centered and comprehensive quality system for nursing homes.

- Explore the Quality Indicator Survey process
- Learn the QIS two-stage process and how a survey team uses the tools to assess a home’s performance
- Discuss how nursing home staff can use the QIS tools for an ongoing quality improvement program

Dinner on your Own
5:30 pm to 8:00 pm

Wine Tasting: A Toast to the Pioneer Network
(Advance Ticket Purchase Required)
6:00 pm to 7:15 pm
(Veranda)

The one thing that wine and people have in common is that they both get better with age. Join us for an exclusive, high-end wine tasting event with John Glas of Wineglas. We’ll travel via webcam technology to Colorado, Massachusetts, Nevada and Kansas to share a toast and compare our wine tasting experience with elders from four communities. We look forward to sharing quality wine with you during this educational, festive event. Like both wine and people, the Pioneer Network keeps getting better with age.

Pioneer 10th Year Celebration (Open to All)
Sponsored by Live Oak Institute, Meadowlark Hills, Piñon Management, Providence Mount St. Vincent, Rader Consulting, Teresian House
7:30 pm to 10:00 pm
(Grand Ballroom)

“Look, I really don’t want to wax philosophic, but I will say that if you’re alive, you’ve got to flap your arms and legs, you got to jump around a lot, you got to make a lot of noise, because life is the very opposite of death.”

~ Mel Brooks

It’s a Pioneer tradition to work hard and play harder! Enjoy a “Blue Wave” martini at the cabaret as the In the Moment Players perform a totally unscripted interactive show for your pleasure. Join us as we laugh our way into our 11th year. Then grab your boogie-shoes as we “Celebrate! Celebrate! Dance to the music...”
FRIDAY, AUGUST 3

Registration and Information Center Open
7:00 am to 5:00 pm
(Grand Ballroom Foyer)

Book Store Open
7:00 am to 2:30 pm
(Grand Ballroom Foyer)

CONCURRENT SESSIONS D
8:00 a.m. – 9:30 a.m.

D01
Culture Change in Rehabilitation and Sub-Acute Settings: What a Way to Spend a Day!
Theressia Bufford, MDS Administrative Coordinator Dallas VA-Transitional Care Unit
Joy Solano
(Veranda 5)

Transitioning your team from an old to a new culture takes leadership and vision. The MDS Nurse can be the powerhouse of the agency. As a change agent, she can be the biggest cheerleader. At the Dallas VA, the MDS nurses have taken on the role of culture change gurus. Skill and creativity are crucial to build buy-in and excitement from all staff levels in the work for transforming to a new culture. Adapting restorative nursing to include a complete transformation benefits the patients, staff, family members and all involved. The first course of action is changing attitudes! Subgroup competitions including all disciplines have made the difference in transforming the much-needed transitional care unit into a place of honor for our veterans and their families.

- Learn principles of culture change as it relates to long-term care
- Explore ways of improving stabilization of staff while improving resident outcomes
- Learn the process used to adapt restorative nursing

D02
Leading and Sustaining Person-Centered Care: It’s Everybody’s Job
Sponsored By Quality Care Committee (QCC)
Janice Dabney, Health Care Consultant, Labor Management Project
Ruby Greene, President, RHG Consulting Services (Plaza 5-6)

Long-lasting culture change depends on developing leadership at many levels and arming staff with the skills to sustain change over time. In this session, we will introduce you to a pilot project conducted in six New York City nursing homes that equipped both management and direct care staff with skills in leadership development and project sustainability. Attendees will have the opportunity to participate in several exercises that will challenge them to apply these concepts in their own work setting.

- Examine one model of Organizational Development and successful project implementation
- Apply the principles of the ADKAR model in understanding one’s individual role in organizational change
- Learn how to identify, develop and support exemplary leaders in their facilities.

D03
The Soil, The Seed, Getting the Garden to Grow: an Individualized Restorative Process
Michael Libby, Administrator, Health Dimensions Group
Nancy Marron, Quality Assurance Nurse, Waukesha Springs Health & Rehabilitation
Sharon Washington, Restorative Aide, Waukesha Springs Health & Rehabilitation (Veranda 2)

Waukesha Springs Health & Rehabilitation has designed and implemented an individualized restorative process that has resulted in powerful outcomes for the residents it serves. Come learn about the Soil: why we decided to change; the Seed: our goals and process for engaging all stakeholders; and Getting the Garden to Grow: the process for creating the program from those who were intimately involved in it from the start.

- Learn types of data and information that were drivers for change
- Explore the steps in initiating and implementing the process
- Discuss successes and challenges including resident outcomes

D04
Riding the Wave: Creating a Human Habitat
Cheryl George, Education Leader, Sherbooke Community Centre (Veranda 6)

Just like every elder, every wave is different. Come hear how we crafted our ship to ride the wave to a great life for all. The Sherbrooke Village Model was created at Sherbrooke Community Centre in Saskatoon, Saskatchewan Canada and has been in operation since 1999. This unique design supports Sherbrooke’s Mission, Vision and the Eden Alternative philosophy. This presentation will describe a nontraditional approach to the creation and ongoing life of the human habitat using values based decision-making. The Sherbrooke Villages demonstrate a practical, cost-efficient design where residents live in houses for nine or ten people. We will highlight features of the model to demonstrate how loneliness, helplessness and boredom can be alleviated in houses built for those requiring heavy care. We will discuss day-to-day life in a house staffed with multi-skilled workers. The Eden Alternative philosophy grows easily in this setting.

- Learn the importance of values based decision-making.
- Compare the difference between a program and a philosophy.
- Plan incorporation of new ideas into your own work
D05  
Riding the Waves to New Horizons  
Laurie Gorski, Assistant Director of Nurses, Teresian House  
Panel of Experts, Teresian House  
(Veranda 7)

Resident-Centered Care Coordinators from Teresian House Center for the Elderly share their experiences in moving from the traditional to resident-directed service model. A panel consisting of three former RN Unit Managers, a former Diet Technician, Activities Director and Social Services Director will take you from the planning stages through implementation to current efforts at sustaining change, while sharing their triumphs and challenges. This will be an interactive presentation, so bring your questions!

- Learn strategies for facilitating, planning, implementing and sustaining culture change  
- Explore triumphs and challenges of this process

D06  
Light Up Your Life: The Critical and Often Unexamined Role of Lighting and Other Design Elements in Creating Quality of Life  
Sponsored by Wattenbarger Architects  
Betsey Brawley, President-Environmental Design Consultant, Design Concepts Unlimited  
(Shipside)

Looking for new ways to increase mobility and social interaction and decrease falls, depression and apathy? Consider the role that lighting and other elements of physical design play in our lives as we age. Good lighting is perhaps the most important and least understood element in designing environments for older adults. It can reduce the incidence of falls, hip fractures and related injuries. It can enhance sleep and quality of life. This presentation is filled with the essential elements for good lighting and good design and is rich with practical take-home ideas from care settings that used lighting to encourage community, social interaction, mobility and personal health. This very interactive and visual presentation will focus on both indoor and outdoor spaces.

- Learn elements of good design that contribute to a more supportive living environment  
- Discover aspects of everyday life that can be affected by lighting  
- Explore interventions to improve vision and lighting in the care environment

D07  
Meaning and Community: Two Unique Approaches  
Janet McNeil Hively, Senior Fellow, College of Continuing Education  
Dace Carver Kramer, Coordinator, Aging Well Program  
(Atrium 7)

To be able to make meaningful contributions to one’s community until one's last breath is a privilege that should be universal. Dace Carver Kramer will describe her project in northwest Colorado where elders will have housing, services and community involvement in one integrated campus. Janet will share her vision of civic engagement that is becoming manifest in her new organization, SHIFT: Move to Meaning in Life and Work. Community contributions by elders will be highlighted from several perspectives.

- Explore an integrated model of housing, services, and community involvement  
- Discuss options for civic engagement that inspire and renew elders  
- Learn how meaningful work and community involvement will transform elderhood in the new culture of aging

D08  
Nurses and Nursing Home Culture Change  
Sponsored by University of Minnesota School of Nursing  
Christine Mueller, Associate Professor, University of Minnesota School of Nursing  
Roger Beins, Clinical Services Mentor, Meadowlark Hills  
Marilyn Oelfke, Director of Nursing, Perham Memorial Hospital and Home  
(Edina)

Does nursing home culture change create a new paradigm for nursing practice? This interactive session will allow the participants to compare and contrast the role of licensed nurses and the director of nursing in traditional and culture change nursing homes. We will also identify characteristics, competencies and skills licensed nurses and directors of nursing need to successfully facilitate and sustain a person-directed model. Directors of nursing from two organizations well on their culture change journeys will explore nursing practice in their respective settings and offer insights.

- Learn nursing characteristics, competencies, and skills needed in a person-directed model  
- Discuss roles of licensed nurses and director of nurses in a person-directed environment
D09
CQI meets CC: Using Continuous Quality Improvement to Support and Document Culture Change
Mary Tellis-Nayak, VP of Quality Initiatives, My InnerView (Veranda 3)

Many organizations have begun their culture change journey to create person-centered environments. This presentation will describe an approach to chronicle and benchmark the culture change journey through the use of metrics/indicators as well as resident, staff and family satisfaction surveys. The program will demonstrate how an organization can use an existing system, the performance improvement function, to support culture change. Not only does this encourage all departments to focus on person-centered care-giving but it uses existing and new data sources to capture changes in those things we measure: indicators as well as staff and resident satisfaction.

- Discuss the importance of obtaining resident and staff feedback and how this can be used in performance improvement programs
- Learn indicators that can be used to measure progress on a culture change journey
- Discuss examples of successes in this area from listening to panel members and session participants

D10
Data, Research, Analysis: Documenting Culture Change Process and Lessons
Natalie Ammarell, President, Human Service Systems
Vonda Hollingsworth, SPHR, Pennybyrn at Maryfield
Tonya Rhodes, Household Coordinator, Pennybyrn at Maryfield (Plaza 2)

Five years ago, the staff of Pennybyrn at Maryfield Health Center embarked on the journey of change from institutional “skilled care facility” to HOME. This year, our first halls are becoming households and our personal and organizational transformation process is in high gear. The challenge of long-term care culture change is so all-consuming that most facilities don’t have the time, energy or will to think about research or even documenting the personal, organizational and leadership transformation that is taking place daily. In this session, we will discuss Pennybyrn’s research to support and document the extraordinary stories of personal and leadership transformation that are associated with culture change. To extend the culture change movement, we must examine our experience and pass along our learnings to others.

- Discover strategies for documenting culture change progress as it unfolds
- Learn that deep culture change demands significant personal change and individual ownership of the process. We are all leaders
- Explore strategies for fostering and documenting personal empowerment and strategies for research, documentation, tracking progress

D11
Using Your Story to Change the Culture of Aging
Sponsored by ElderHealth Northwest
Beth Baker, Journalist and Author (Plaza 1)

Do you want to help raise awareness about why we need to change the culture of aging? Are you wondering which is the right story to tell — and how to tell it? Long time freelance journalist Beth Baker will draw on her experiences while writing her new book Old Age in a New Age — The Promise of Transformative Nursing Homes to demonstrate what works and what doesn’t in getting your message out to the public. We will discuss how to work with the media and how to creatively reach out to the wider world to have a positive impact on attitudes about aging.

- Identify stories that address common misconceptions about life in nursing homes.
- Develop a specific message or story and discuss ideas for disseminating it
- Summarize a selection of stories through the perspective of a news reporter

D12
The Spiritual Foundations of Culture Change
Barry Barkan, Co-Director & Co-Founder, Live Oak Institute
Debby Barkan, Co-Director, Live Oak Institute (Plaza 4)

Live Oak has always rooted culture change in the liberation of the human spirit. In our joyful journey program, we define culture as “the values, practices, rituals and traditions that protect the human spirit and enable it to thrive within an organization.” We champion the human spirit by forging the organizational infrastructure that supports us all to be at home, live our values, heal conflict, give blessings, spread joy, and increase effectiveness in our work and personal satisfaction. Spirit thrives when all people are known and empowered, when past and future are connected and when hope and meaning are consistently nurtured. Let’s be champions.

- Learn how the enhancement of the human spirit is an essential part of culture change and OBRA ’87
- Explore ways to build positive energy within the environment
- Learn strategies for making people from all cultures be at home within the environment
- Discover how to give blessings within the home
D13  
Living the Heart of Diversity  
Brenda Jennings, Neighborhood Coordinator, Providence Mount St. Vincent  
(Atrium 4)

What images pop into your head when you hear the word “Diversity?” If communication breakdowns, frustrated clients and staff prejudice spring to mind first, replace them with shared experiences of personal growth, an integrated workforce, and a rich community life for residents and staff. Come explore approaches to meet the challenges of diversity in a spirit of respect. We will hear reflections from clients and staff and real life examples/lessons learned from Providence Mount St. Vincent, a long-term care community with staff from over 30 countries. Learn to welcome diversity and transform it from a divisive headache to the heart of your community.

- Identify common diversity challenges in the workplace  
- Articulate successful approaches and interventions for diversity related issues  
- Identify ethnic/cultural learning opportunities

D14  
Changing the Culture of Care: Four Journeys: One Vision  
Marlene Fondrick, Consultant, Institute for Family-Centered Care  
Heidi Gil, Continuing Care Specialist, Planetree  
Bonnie Kantor, Executive Director, The Pioneer Network  
Amy Keller, Research Associate, The Center for Health Design  
Robert Mayer, President, The Hulda B. and Maurice L. Rothschild Foundation  
(Plaza 3)

Whether we employ the language of culture change, resident-centered care, relationship-centered care, family-centered care or just “home,” many important national organizations are on the journey to transform the continuum of healthcare experiences, from patients in an acute care setting to residents in a chronic care setting. They all share a common set of values, including the creation of opportunities for personal growth, self-expression, and empowerment. They also include recognition of the importance of the natural environment, a supportive built environment, community, and family. While each organization participating in this session has chosen a different path, there is so much to be learned through shared experience. This session will explore those experiences, and opportunities. Using examples from their individual experiences, the speakers will provide a road map for what it takes to overcome institutional and community barriers to successfully implement innovative practices. Special focus will be on how to establish “the business case” for culture change in a wide variety of settings.

- Recognize the work of four important national organizations,
as well as quality of care. We will learn how the VA has begun implementing the transformation of the culture of nursing home care.

- Explore “paradigm shift” as the basis for the identified stages of transformation
- Learn organizational strengths that provide the impetus for transformation
- Discuss organizational barriers to transformation
- Learn implementation techniques that can be applied to a large organization

D17
If My Grandkids Can Do This, So Can I!
Real World Demos of How Today’s Elders Can Enjoy Today’s Technology
Sponsored by Volunteers of America
Patty Krueger, executive director, Volunteers of America
Beth Sanders, Life Bio, Inc.
Jack York, President, It’s Never 2 Late
Elders from Volunteers of America
(Atrium 1)

This hands-on demonstration session will showcase how several elders from a local Volunteers of America community in Minnesota are using technology in fun and meaningful ways. Elders using this technology will show you how they are using flight simulators, virtual bikes, playing music and building life story profiles in creative ways, all taking advantage of today’s technology. Elders invented the backbone of the technology we use today — it’s appropriate they get a chance to use it!

- Discuss examples of readily available technologies that can benefit elders.
- Explore how elders integrate technology into day-to-day activities
- Test available technology

CONCURRENT SESSIONS E
9:45 a.m. – 11:15 a.m.

E01
Responding to the Spirit: Integrating Faith and Spirituality into the Culture Change Journey
Sponsored by South Dakota Association of Healthcare Organizations
Julie Berndt, Spiritual Ministries Consultant, The Evangelical Lutheran Good Samaritan Society
Greg Wilcox, Vice President for Mission Effectiveness and Senior Pastor, The Evangelical Lutheran Good Samaritan Society (Shipside)

Engaging residents and staff in the nurture and care of their own spirits as well as nurturing others is an important component of the culture change journey. This session explores the continuing work of the Evangelical Lutheran Good Samaritan Society to intentionally integrate faith and spirituality into their organization’s culture change work. The Evangelical Lutheran Good Samaritan Society is a Christian social ministry organization that seeks to share God’s love in lively community settings and through services that support people in their own homes. In more than 230 locations around the country, Good Samaritan offers Christian Communities of Care in which seniors find many opportunities for a meaningful and full life. There are a host of housing options and services available: from independent living to congregate and assisted living, to skilled nursing with rehabilitation and long-term care. Ideas for responding to and nurturing the Spirit as well as dialogue about the issues surrounding faith and spirituality in the 21st century will form the core of this session.

- Examine components of the Good Samaritan Society’s history, mission and hallmark values that have contributed to their intentional focus on faith and spirituality as part of the culture change journey
- Learn methods for encouraging faith and spirituality in the lives of residents and staff
- Discuss issues in current US culture that influence how we care for the faith and spiritual needs of residents and staff

E02
In Our Own Voices: Going to the Source to Learn How Culture Change Affects Direct Care Workers
Jocelyn Barrett, Project Coordinator, Muskie School of Public Service
Julie Paulsen, CNA, Springbrook Center (Edina)

In 2006 the Northern New England LEADS Project hired Jocelyn Barrett to meet with direct care and support workers who had been working toward culture change in their facilities and agencies. The goal was to record the challenges, successes and stories that show how culture change is engaging and affecting key workers on the front lines. In this session we will learn how oral history and use of story can help workers find their voice and their power, hear some of these inspiring tales, and explore answers to the question, “If someone asked you to chronicle your experience of culture change, what are the stories you would tell?”

- Learn how stories chronicle the true nature of work, and how storytelling can play a role in building a sense of community and confidence that is key to culture change
- Explore why it is important that direct care workers have a creative outlet to share their stories about the work they do, the people they help and to gain insights into the culture of an organization
- Explore how their unique experience relates to others who are also working toward culture change, and what they can learn from hearing others’ stories
E03
Self-Scheduling: Can it Work?
Laci Cornelison, Household Coordinator, Meadowlark Hills Retirement Community
Jerrie Rieck, CNA/CMA Mentor, Meadowlark Hills Retirement Community
(Atrium 6)

Changing the culture in long-term care means empowering others to act. Self-scheduling empowers team members to have control of their schedules. This session will teach supervisors/leaders how to overcome the challenges of flattening the hierarchy of organizations and how to turn more power over to direct care workers through the process of self-scheduling. This will be practical information about the concept of self-scheduling, challenges in making it work, and strategies to work with teams to make it successful.

- Recognize that self-scheduling flattens hierarchy and brings more control to direct care staff members
- Identify barriers to self-scheduling
- List five strategies of facilitating self-scheduling with teams

E04
Applying Culture Change in Practice: An Operational Comparison of Traditional, Household and Greenhouse™ Models
Vernon Feather, Vice President, SFCS, Inc.
Lorraine Hiatt, Owner, Planning, Research and Design for Aging
(Plaza 1)

This interactive presentation, given by two experienced professionals with backgrounds in architecture/business and planning/post occupancy research, will explore differences in nursing models, examine four pivotal decisions when designing for culture change and review perceived limitations of the culture change models. The guides will conduct a comparative evaluation showing the staffing and operational cost differences between three hypothetical models: an 80-bed traditional home, 5 to 16-resident households and 8 to 10-elder Greenhouses. Using case examples and simple graphics, the guides will discuss four key decisions in making the shift to a culture change model: How is staff reallocated? What are options for dining? How are resident care tasks handled? What happens to resident activities? In addition, we will explore some concerns regarding the flexibility of culture change models to accommodate the lower-modest cost markets and high acuity needs.

- Learn the differences between traditional, household and Greenhouse models and understand their cost implications
- Examine how staff time is allocated, how dining operations vary, how resident care and resident activities differ in the individual models
- Discuss the limitations each model has regarding low or modest cost care
- Explore each model’s staff flexibility limits in accommodating varying levels of acuity demand

E05
Transforming Nursing Homes to Better Serve Special Needs Populations
Beth Irtz, Chief Life Enhancement Officer, Piñon Management
Hollie Hoyle, Administrator, Sierra Healthcare Community
Connie Kohl, Nursing Home Administrator, Valley View Health Care Center
(Plaza 2)

The culture change movement has recognized traditional long-term care communities serving the elderly across our nation. But what about other nursing homes residents with special needs? This session will provide a framework and core principles that a transforming nursing home can adopt to mentally ill or younger residents with chronic diseases. All nursing homes, whomever they serve, can transform. Our panel of long-term care staff will discuss their experiences, best practices and stories of their transformation.

- Explore key elements of a model for transforming a nursing home serving special populations
- Examine the need for boundaries and limits as a key element of that model
- Gain insights from staff working in transformed homes

E06
The Spice of Life: Diversity and Creativity in Culture Change
Ayanna Najuma, CEO, GNC Media LLC
Neyna Johnson, Deputy State LTC Ombudsman, IL Dept. on Aging
(Plaza 3)

What does it mean to create equality and fresh opportunity as societal expectations for aging change? Twenty-six percent of Baby Boomers are Hispanic, Black, Asian/Pacific Islander, or Native American. This session explores new visions for aging that are arising through expressions of ethnicity, living in community, and the quest to heighten the spice of life while growing older.

- Explore opportunities for culture change in the coming generation of minority elders
- Identify ways for ethnically diverse elders to have a meaningful role in the communities where they live and worship
- Learn the richness and vitality that ethnic expression brings to the quest for new visions of aging
E07
A Labor Management Partnership for Person-Centered Care
Christine Bishop, Professor, Brandeis University
Walter Leutz, Associate Professor, Brandeis University
(Atrium 7)

Successful culture change is all about partnerships that work together to achieve person-centered care. One such example can be found in New York City, where a labor-management partnership exists between the Local 1199 of the Service Employees International Union and a provider organization of the 40 nursing home Continuing Care Leadership Coalition. They came together to form the Quality Care Committee (QCC). It is the QCC that provides the resources necessary to advance culture change within its partnership’s members. Brandeis University and Boston College conducted an 18-month study to learn how well this worked in two nursing homes, and this session will highlight the results.

- Learn facilitators of and barriers to culture change and how labor and management can work in cooperation to implement change
- Discover what elements of labor-management partnership can be replicated in other settings — both unionized and non-unionized
- Discuss the implications of labor-management partnerships for other stakeholders in the long-term care field

E08
Culture Change in Presbyterian Homes
Dan Strittmater, Strategic Initiatives Project Manager, Presbyterian Homes and Services, Inc.
Herfa T. Escutin, Clinical Coordinator, Presbyterian Homes and Services, Inc.
Laura L. Weiss, Community Coordinator, Presbyterian Homes and Services, Inc.
(Veranda 7)

Presbyterian Homes has been working for almost ten years toward culture change in multiple care centers. You are invited to learn about the challenges and strategies of managing this process in a multi-campus organization. A panel of central office and campus staff will discuss what they have learned through this process. The panel will facilitate a discussion specifically related to culture change in organizations with multiple care centers.

- Learn the challenges of transitioning to person-centered care in a multi-campus organization.
- Examine successful as well as unsuccessful strategies implemented by Presbyterian Homes
- Discuss their organization’s attempts at culture change in order to assess their potential risk for pitfalls

E09
One Organization’s Journey Towards Compassionate Care of the Dying
Clari Gilbert, Sr. VP of Operations, Beth Abraham Health Services
Dolores L. D’Agostino, Executive Director, InnerAction Plus, Inc.
(Veranda 6)

This session describes an innovative end-of-life care initiative within the culture change process. Through experiential activity, participants will explore the need for change in traditional end-of-life care. We will learn how one organization accomplished this through integrating diverse personal and cultural perspectives towards death and dying, introducing appropriate care giving practices and behavior at the end of life. There will be open discussion of the challenges of new cultural and behavioral patterns in end of life care.

- Explore the limits of end-of-life care as it is currently happens in many traditional long-term care settings
- Learn new practices related to personal comfort levels with facing death and dying
- Discuss the need for a team approach in end-of-life care
- Discover ways staff can overcome barriers to Compassionate Care of the Dying

E10
Green Houses®: Making Spaces in Small House Nursing Homes Work
Lois Cutler, Research Assistant, University of Minnesota
Robert Jenkens, Vice President, NCB Capital Impact (Bloomington)

Green Houses® (GH) are small houses in residential neighborhoods, with all the features of home, including working kitchens. A collection of GHs is a licensed nursing home. The challenge is to plan, design and furnish the spaces to achieve a truly individual home for residents, a gathering place for visitors and a functional workplace for staff while meeting nursing home regulations. We will also explore replication projects as a flexible template for a variety of housing communities.

- Learn how private and public spaces work for all
- Explore the data collection processes used in analyzing the GH spaces
- Discuss GH replication projects
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E11
Sharing the Vision: Building Momentum and Sustaining it with your Board and Leadership
Robert Meiss, President/CEO, Beechwood Continuing Care
(Plaza 4)

When it comes to culture change, a Board of Directors or Management Team is no different than any other group. Some are easily convinced, others need convincing. This session will walk you through the process undertaken at Beechwood Continuing Care in Buffalo, New York. Experience how culture change was introduced, and most importantly, how momentum was created and continues to grow.

- Learn that all people have different routines and habits
- Learn the steps used to inform the board and leadership and to build understanding
- Contrast your organization’s mission with reality
- Explore the differing roles and responsibilities of the board and staff leadership
- Discuss the importance of continual communication and resident, family and staff involvement

E12
What makes a House a Home? Rakhma’s Proven Model for Memory Care in a Home Setting
Janelle Johnson, Executive Director, Rakhma Homes
Shirley Shaw, Board Member Emeritus, Rakhma Homes
(Veranda 3)

What makes a house a home and why does it matter for those with memory loss? There’s lots of talk these days about the “household model” and its benefits, especially for those with memory loss. This session will explore the elements of an experienced and successful program where the intimacy and familiar setting of a house have proven to offer a sense of well being — a place to know and be known — even in the advanced stages of memory loss. Learn the essential elements of the Rakhma program and explore ways to incorporate this proven model into your own setting.

- Learn the history of a successful residential care home model
- Explore the benefit of providing care in a small home environment
- Learn the essential program elements of a successful residential memory care home
- Identify ways to incorporate these elements into their work setting

E13
Dining Your Way: Sustainable Change
Sandy Burrows, Director of Quality of Life,
Golden Clinical Services
Cindy Dunivent, Director of Nutritional Services,
Golden Clinical Services
(Plaza 5-6)

This session will be a conversation about sustainable change that is designed and directed by the residents. In a person-directed care environment, quality of life for the residents can be improved by designing the dining experience in many different ways. From Russian-style dining to buffet to family-style dining, there are many configurations that will make a real difference to someone moving into a care community or one who has been in that community for years. In addition to dining service changes, creating social connections and honoring individual choice will be highlighted in the pictures, conversations, poems and stories of residents who have experienced a renewal of life.

- Explore the features of home and personal choices you would make in defining what “makes a difference in my day.”
- Learn four dining choices that foster independence, promote self-esteem and are sustainable in assisted living, nursing home or community living center

E14
The Smart Home: Innovative Today, Expected Tomorrow
Sponsored by Volunteers of America
Wayne Olson, Senior Vice President of Healthcare Operations and Development, Volunteers of America
Steve Kell, Chief Technology Officer, Home Guardian
Jack York, Owner, It’s Never 2 Late
(Atrium 1)

The concept of the “smart home” means many things to many people. It can instill fear of a loss of privacy or help the dream of promoting independence. This session will demonstrate what types of technologies are available in setting up smart homes, and how they can impact senior living communities and individuals in the future. A Volunteers of America assisted living community in Minneapolis will share the process and outcomes of integrating smart technology into their community.

- Learn aspects of a “smart house”
- Explore data-backed outcomes from a Minnesota community that has embraced a smart house model
- Test smart house technology in action

E15
An In-Room Medication System: Freedom From Carts... PRICELESS!
Denise Ellis, Clinical Coordinator, Perham Memorial Hospital and Home
Teresa Stoderl, Lead Nurse, Perham Memorial Hospital and Home
(Atrium 4)

The medication cart is one of the first things that must go when converting to the household model of care. To support residents to rise at will, a 6 am med pass will not work. The system should be flexible enough to work within the resident’s individual routine. Learn how to adapt the medication system by eliminating medication carts and moving medications to resident rooms. It can be done with any medication system and is inexpensive to implement. This system results in benefits to residents and allows nurses to spend more time with residents.
- Learn the benefits of an in-room medication system
- Learn to plan, design, and implement an in-room medication system on a limited budget
- Explore how timing of the med pass can be flexible enough to meet each individual resident’s routine

### E16
**Societal Transformations in the 21st Century as a Result of the Aging of the Boomers**
Andrew Lee Alden, Project Designer, Engberg Anderson Design Partnership
Edward jj Olson, President, EjjOlson and Associates (Veranda 2)

This presentation will profile the dramatic influence the Baby Boom generation will have on the planning and delivery of aging services. We will also explore societal changes that will create a sustainable environment, prioritizing adaptable and renewable technologies and energy-efficient policies. We will identify goals for integrating aging services over the next 20 years and address how communities will look in the future, as Baby Boomers grow older.

- Explore the impending impact of the boomer generation on provision of services and the corresponding changes in design and technology
- Identify current and future models of care, which will adapt to meet the demand for aging in community services
- Explore specific assistive technologies as well as the increasing speed with which these technologies are developed and brought to market

### CONCURRENT SESSIONS F
11:30 am to 1:00 pm, Small Group Homes
(Assignments given at opening session)

#### Small Home Groups
Once again we will meet in our home groups to reconnect, talk and brainstorm about the future of culture change and the Pioneer Network. Let the waves of transformation carry you forward!

#### Luncheon
1:15 pm to 2:15 pm
(Grand Ballroom)

### The Triumph of Aging
Bill Thomas, Founder, The Eden Alternative

Developmental Aging seeks the unification of aging and longevity, understanding that each enriches and informs the other. We can’t age without experiencing longevity, and longevity grants us a magnificent opportunity to age. Bill Thomas will discuss how we can experience our own aging journey as an integrated, fulfilling, constantly evolving process.

### Closing Session: Making Waves
2:30 pm to 4:00 pm
(Grand Ballroom)
Stephen G. Post, Author

What began as a ripple of change to improve how we care for elders has grown into a surging wave bringing together change agents from across the nation, representing all areas of health and aging services. As we look toward the future, we come to realize that true systemic change must begin within each individual — transforming even the smallest ripple into an unstoppable wave. Pioneers are making waves. The closing session will feature guest speaker Stephen G. Post, co-author of *Why Good Things Happen to Good People: The Exciting New Science that Proves the Link Between Doing Good and Living a Longer, Healthier, Happier Life*.

Stephen will share his experiences from more than two decades of work with older adults in communities and assisted living as an advocate. While the institutional model of care treats aging as an illness, Stephen’s work honors the wisdom and power of older adults who are working to create environments that support mutual respect and dignity. Combining research data on the healing power of altruism with uplifting stories of human compassion, he will demonstrate how “loving your neighbor as yourself” can indeed provide a joyful path toward a fulfilling life.

Join us as we learn techniques to channel the excitement and energy of the conference experience into concrete steps for lasting change. We will discover how the commitment to improve our world and our communities can enhance our individual well-being. This timely message of hope and restoration will help pave the way for our next decade of growth in the culture change movement.

*Stephen Post is a professor of bioethics at the Case Western Reserve University School of Medicine, as well as Senior Research Scholar in the Becket Institute at St. Hugh’s College, Oxford University. He is President of the Institute for Research on Unlimited Love, which focuses on the scientific study of altruism, compassion and service.*
The Pioneer Network would like to acknowledge and thank the following sponsors for their very generous support of the 2007 Pioneer Network Conference.

**Pioneer Partner**

**Minnesota Health & Housing Alliance (MHHA)**
MHHA is one of the largest associations of older adult service providers in the country. Over the past 40 years, MHHA has earned its reputation for promoting excellence and innovation in older adult services. The membership of MHHA represents the complete continuum of care, including not-for-profit care centers, assisted living, housing with supportive services, independent senior housing and other community-based services.

MHHA members are mission-focused, faith- and community-based providers. Their commitment also extends to future generations through advocacy for person-centered care models and choices. The cornerstone of MHHA’s success is the excellent service to members through advocacy, public information, education, products, assistance and signature networking events in the aging services arena. MHHA is the Minnesota affiliate for the American Association of Homes and Services for the Aging (AAHSA), Assisted Living Federation of America (ALFA) and a founding partner of the Minnesota Culture Change Coalition.

**Diamond Sponsor**

**Care Providers of Minnesota Foundation**
The Care Providers of Minnesota Foundation is committed to the pursuit of excellence in care and service delivery through the advancement of education, research, creativity, and innovation. We support the future of care.

The Foundation is committed to helping deepen members’ knowledge and opportunities regarding the processes and real-world experiences of culture change initiatives. This is consistent with the Care Providers of Minnesota strategic plan, which identifies member education on culture change issues as an important initiative.

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Turning Ripples into Waves Planning Committee
The Pioneer Network Board thanks the following volunteers for their contributions for planning the 2007 national conference and 10th year celebration.

Julie Berndt, Spiritual Ministries Consultant, The Evangelical Lutheran Good Samaritan Society, Sioux Falls, South Dakota
Carmen Bowman, Culture Change Consultant, Edu-Catering: Catering Education for Compliance and Culture Change, Lakewood, Colorado
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Elma Holder, Founder, National Citizens’ Coalition for Nursing Home Reform, Yukon, Oklahoma
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Wendy Lusthader, Affiliate Assistant Professor, University of Washington, School of Social Work, Seattle, Washington
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TURNING RIPPLES INTO WAVES PROGRAM 31
Like many Americans, Rose Marie has gone down many roads in her journey. She is a former elementary school teacher, a town historian and an author. But in her second half of life, she discovered a new passion — changing the quality of long-term care. She began her work in long-term care as Director of the Monroe County Long-Term Care Ombudsman Program at Lifespan in Rochester, New York. Her work at Lifespan included coordinating the Long-Term Care Community Forum that brought together providers, regulators, advocates, family members and residents in the Rochester community to explore pioneering approaches in long-term care.

Rose Marie helped to make Rochester a national center of nursing home culture change — recreating nursing homes as places for living, rather than for decline. In 1997, she coordinated the seminal meeting of Pioneers in Rochester and co-authored the widely disseminated final report of that historic occasion which ultimately evolved into the national Pioneer Network. In 2002, Rose Marie was named the first Executive Director of Pioneer Network and served with distinction until last year. By creating connections to thousands of kindred spirits, the work of the Pioneer Network has spread across the nation.

Rose Marie, your friends at Lifespan salute you for your work as a visionary leader, as a valued national resource and as an inspiration to us all.

"Nursing home culture change is not about the new wallpaper and the bird in the lobby. It means systemic change throughout a facility. Culture change is a continuing process of growth, not a program to be installed once and for all. When we transform our nursing homes into human communities, places for living and growing, we will ultimately change the very nature of aging in America."

— Rose Marie Fagan

When Mahatma Gandhi famously said "be the change that you want to see in the world" — he could have been speaking of Rose Marie Fagan. For more than a decade, Rose Marie has been working relentlessly to transform the culture of aging.

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This mural was created through the Comfort & Joy™ program by the residents at Cheltenham York Road, a proud member of the NewCourtland network of nursing homes. Comfort & Joy™ is an award winning arts and entertainment-based program with a focus on nurturing the elders’ creativity, and matches elders with school-aged children for intergenerational activities.
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Harvey Picker, Founder
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Picker Institute is an independent, nonprofit organization dedicated to the advancement of the principles of patient-centered care and the global patient-centered care movement.

With the assistance of the Commonwealth Fund and Harvard University, Picker Institute developed the first nationwide scientific and readily understandable surveys of how patients felt they were treated in individual hospitals. Picker Institute continues to be a leader worldwide in research into how to improve hospital and doctor's office services from the patient's of view.

Picker Institute is proud to work with Pioneer Network to help make fundamental changes in values and practices to create a culture of aging and long-term care that is life-affirming, satisfying, humane and meaningful.

For more information on Picker Institute and its offices and services worldwide, visit www.pickerinstitute.org.
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With deep appreciation for their unwavering support of our vision, the Pioneer Network acknowledges:

- Lifespan of Greater Rochester
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- National Citizens’ Coalition for Nursing Home Reform (NCCNHR)

- The Commonwealth Fund

- The Retirement Research Foundation

- Hulda B. and Maurice L. Rothschild Foundation

Thank you for supporting a culture of aging that is life-affirming, satisfying, humane and meaningful — and for encouraging Pioneers across the nation to turn ripples into waves.
Get Ready, Get Set, Get Started!

“Getting Started: A Pioneering Approach to Culture Change in Long-Term Care Organizations” is now available.

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Join your fellow Pioneers in our Nation’s Capital, as we kick off our second decade of creating a culture of aging that is life-affirming, satisfying, humane and meaningful.

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Visit us at www.PioneerNetwork.net for all the latest information and updates as they become available.
Convener
Carter Williams
introducing
Barry, Bill, Charlene,
and Joanne
to each other
and to the National
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at the 1995 NCCNHR
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Their work encouraged con-
sumers about the possibilities.

And… two years later in 1997…
the Pioneer Network was born!

Happy 10th Anniversary
to the Pioneer Network from
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Continue your outstanding work
for culture change in long-term care!
Your work has grown ripples of possibility
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Congratulations to the 95 Care Providers of Minnesota Member Organizations which received scholarships from the Care Providers of Minnesota Foundation to attend the “Turning Ripples into Waves” 2007 Pioneer Network Conference. May you take your enthusiasm back home to advance the journey of individualized care.

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