

Welcome

June 28, 2017

California Association
of Health Facilities
Orange County Chapter



**THE
GREEN HOUSE
PROJECT**

THE GREEN HOUSE® Project:

*A Proven Prescription
for Success*



The Landscape – Forces of Change



The Future of Health Care



What would you need?



The Green House[®] Video



The Green House[®] Model



The Pinnacle of Culture Change

-- Provider Magazine, 2010



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The Green House[®] Model – Core Values



All areas of the organization are changed to fully embody Meaningful Life, Real Home and Empowered Staff. Each key aspect: physical environment, philosophy of care and organizational practices work in concert with one another to create the maximum benefit for the Elders and staff.



Real Home





Similar to the surrounding community





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Real Home:

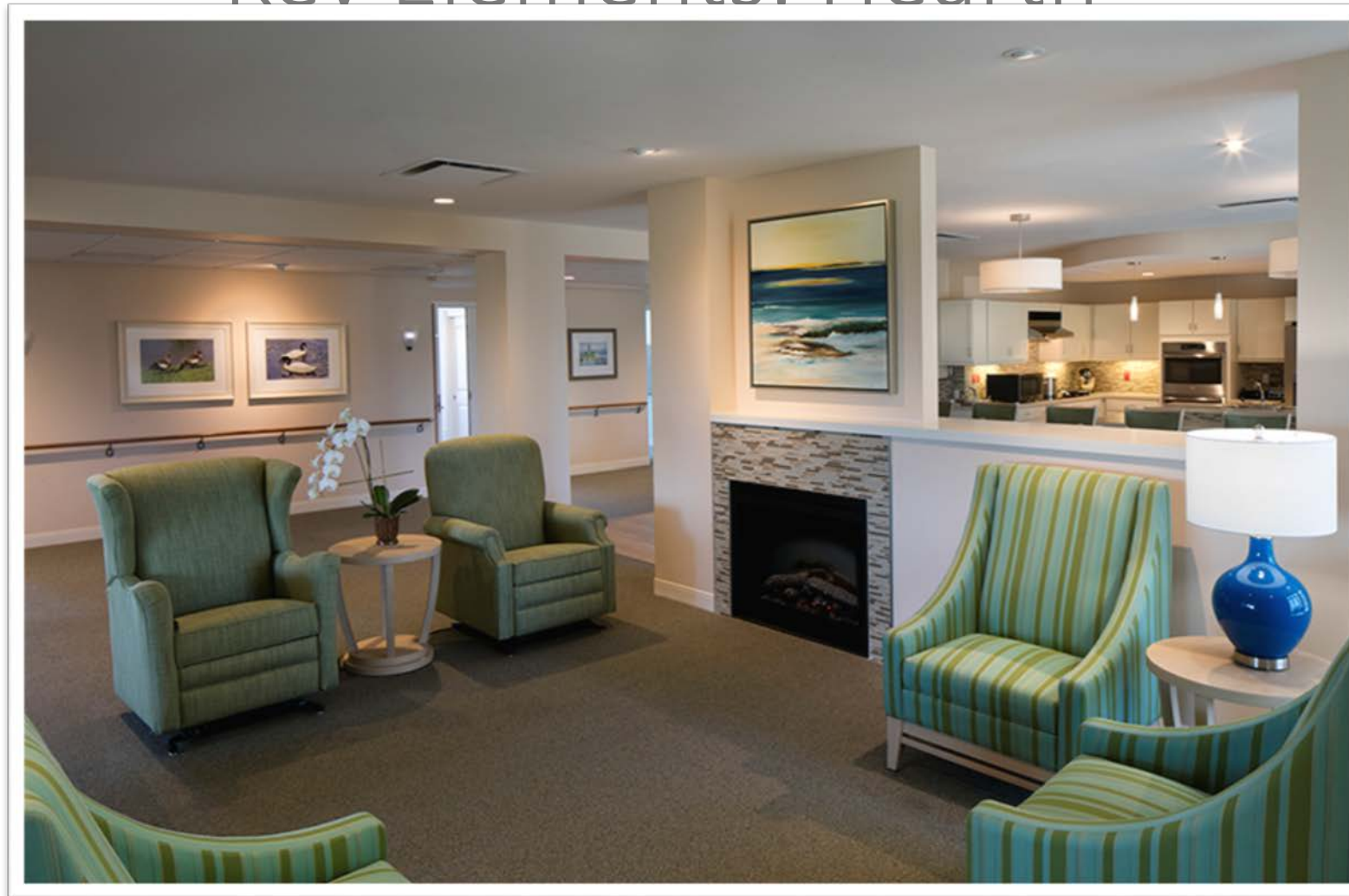
Mt. San
Antonio
Gardens

Claremont, CA





Key Elements: Hearth



Open plan Living, Dining, & Kitchen



Living Room



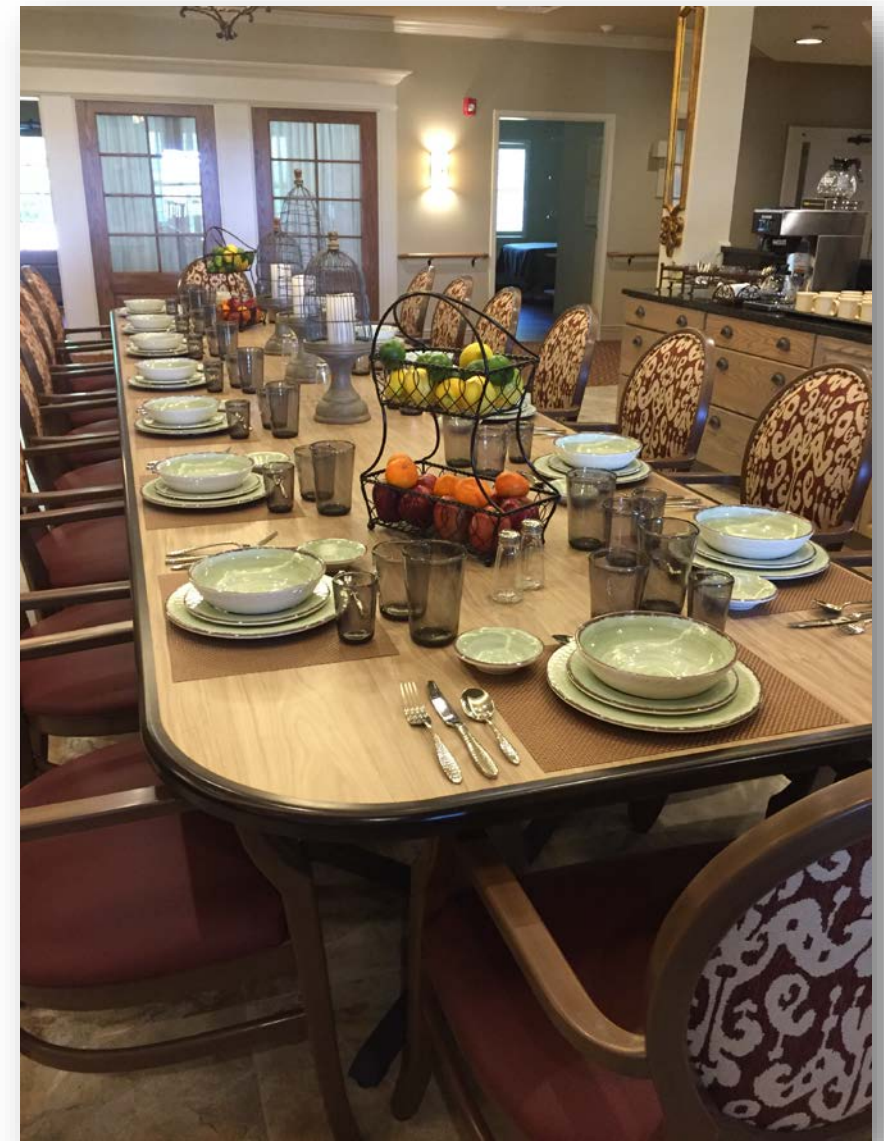
Open Kitchen



Kitchen -- MSAG



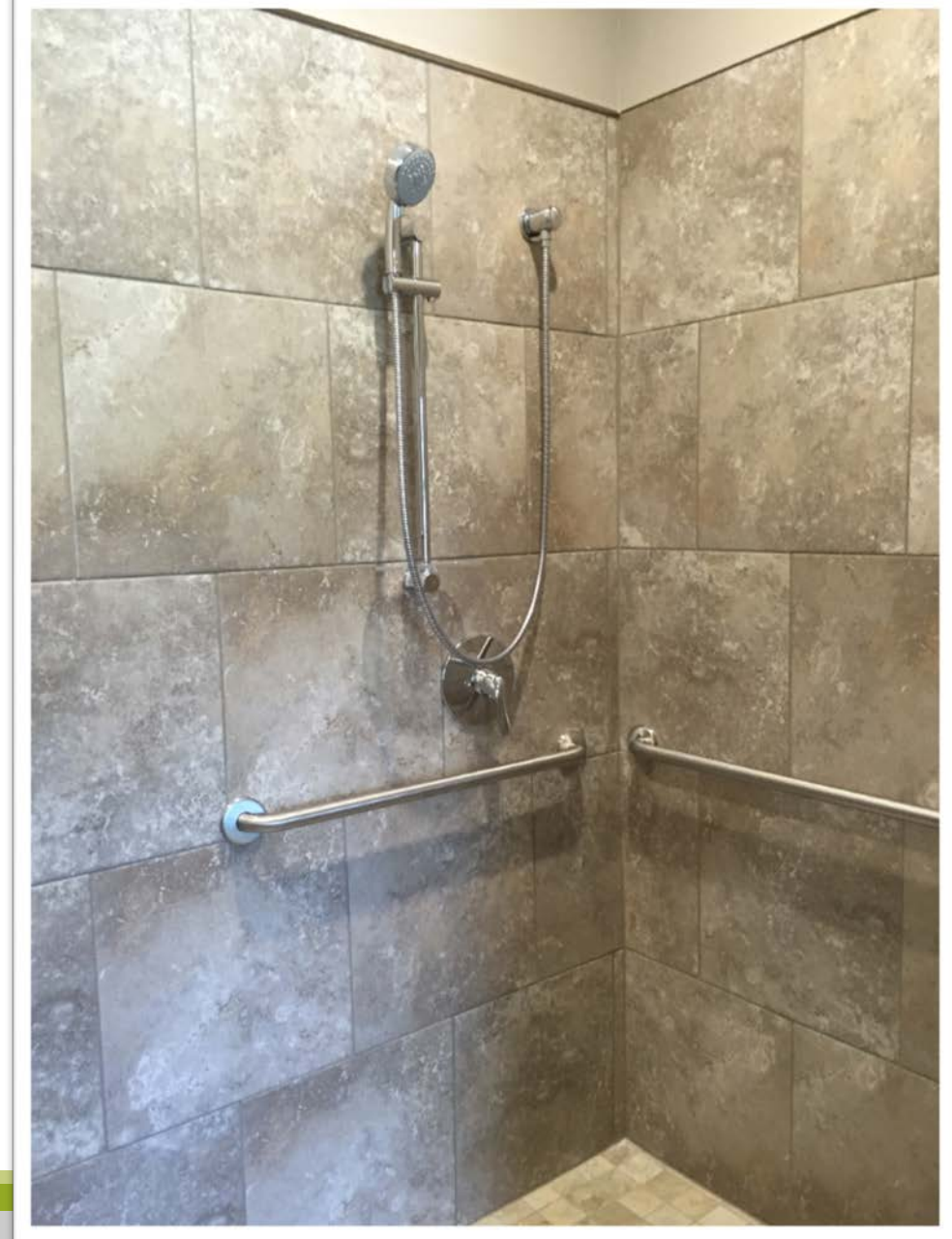
Dining Room



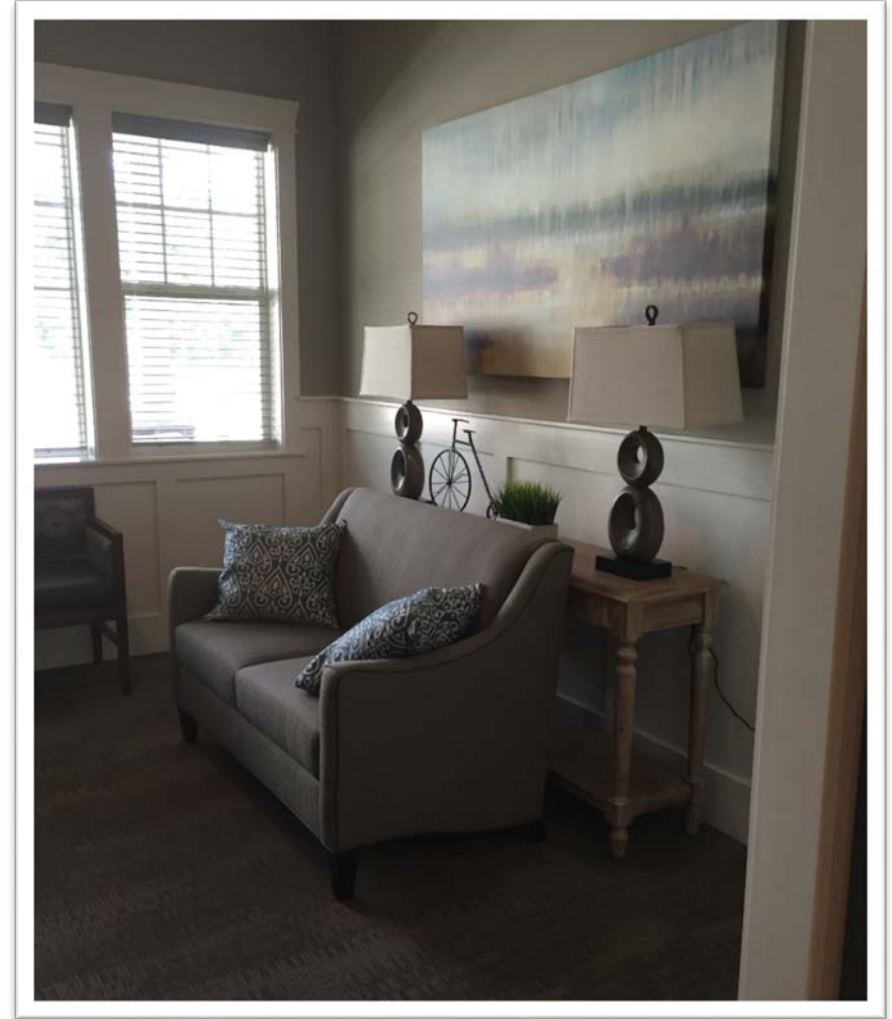
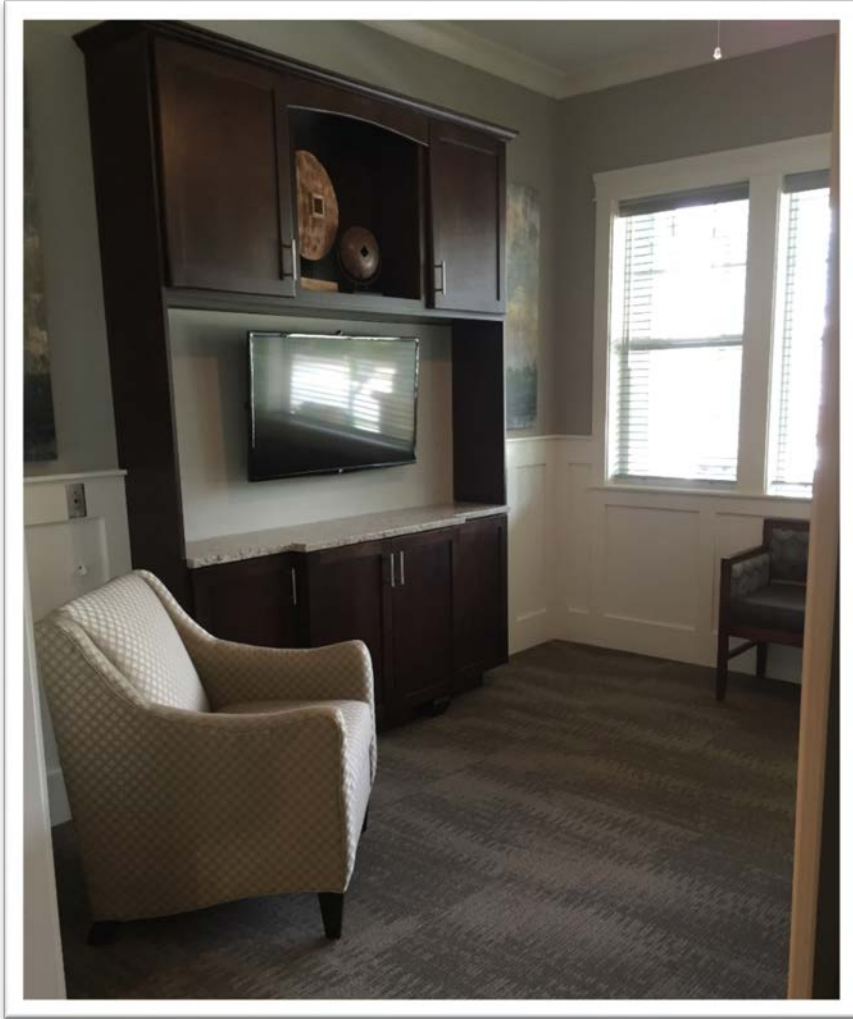
Private Bedrooms



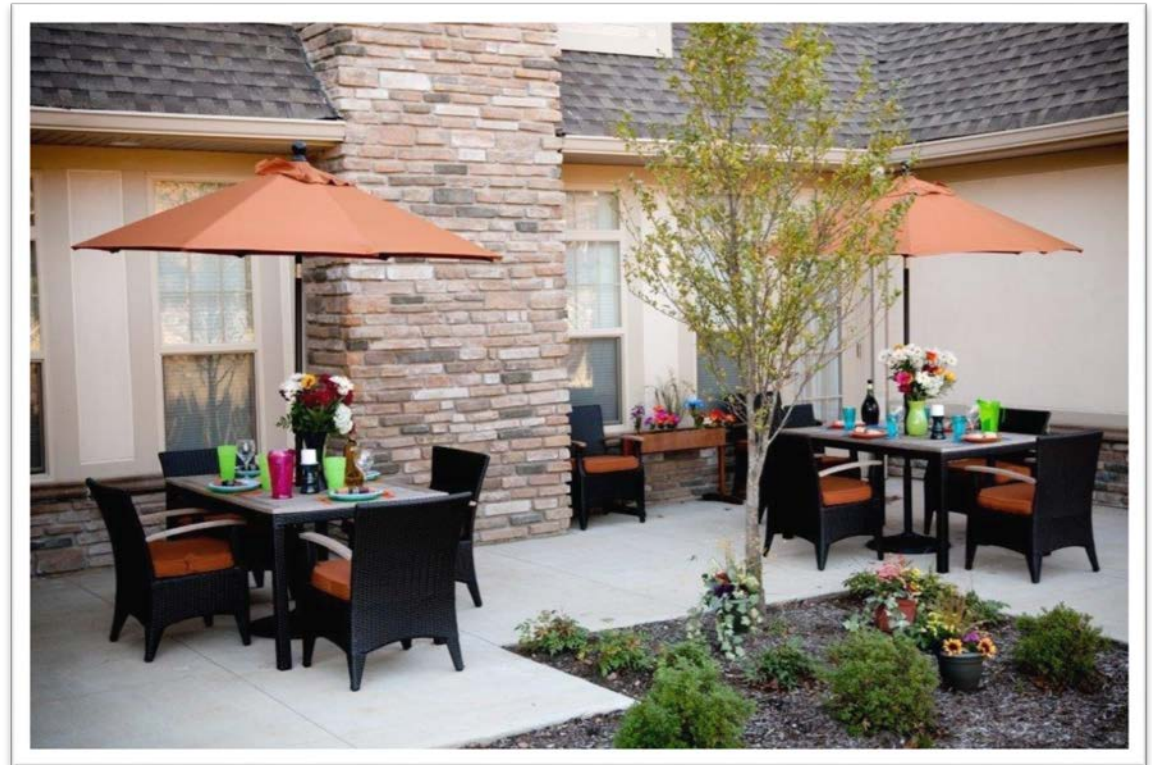
Private Bathrooms



Den



Easy Access to Outdoors





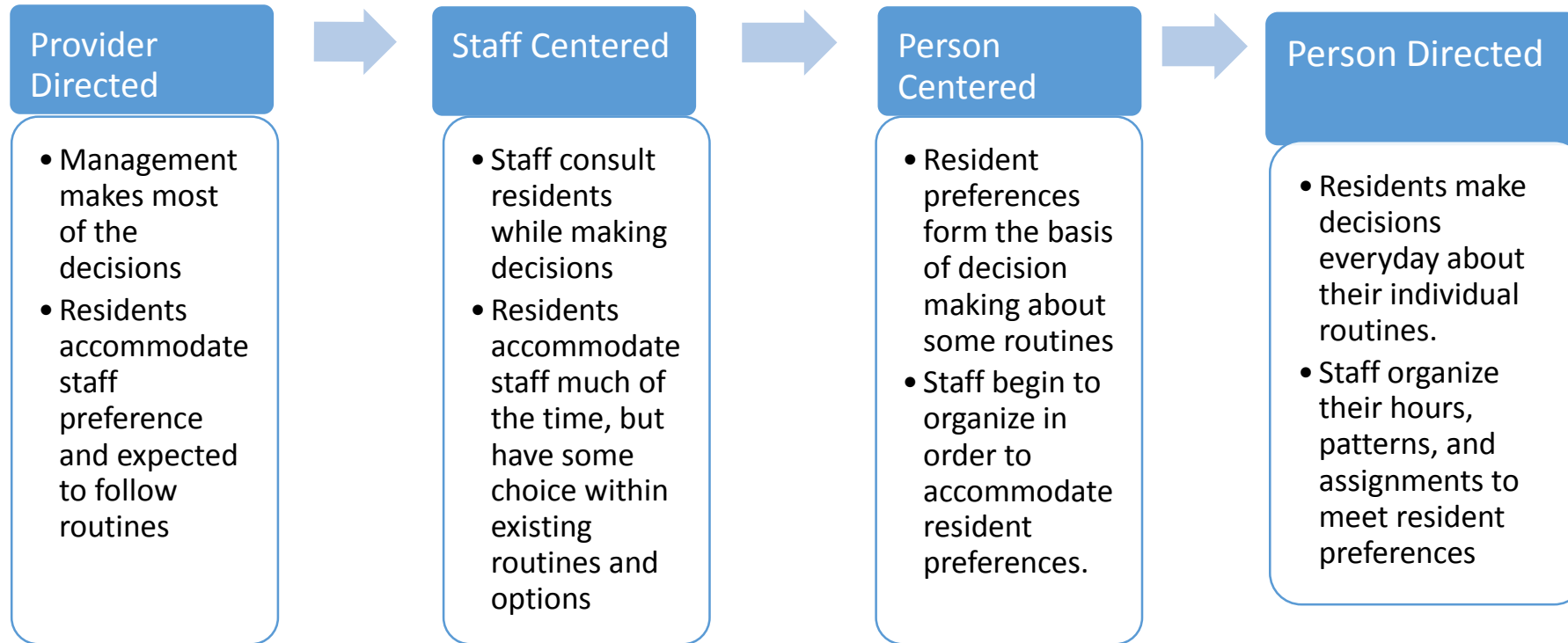
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Meaningful Life



What is Person Directed Care?



Relationship-rich Elder Directed Living





Empowered Staff

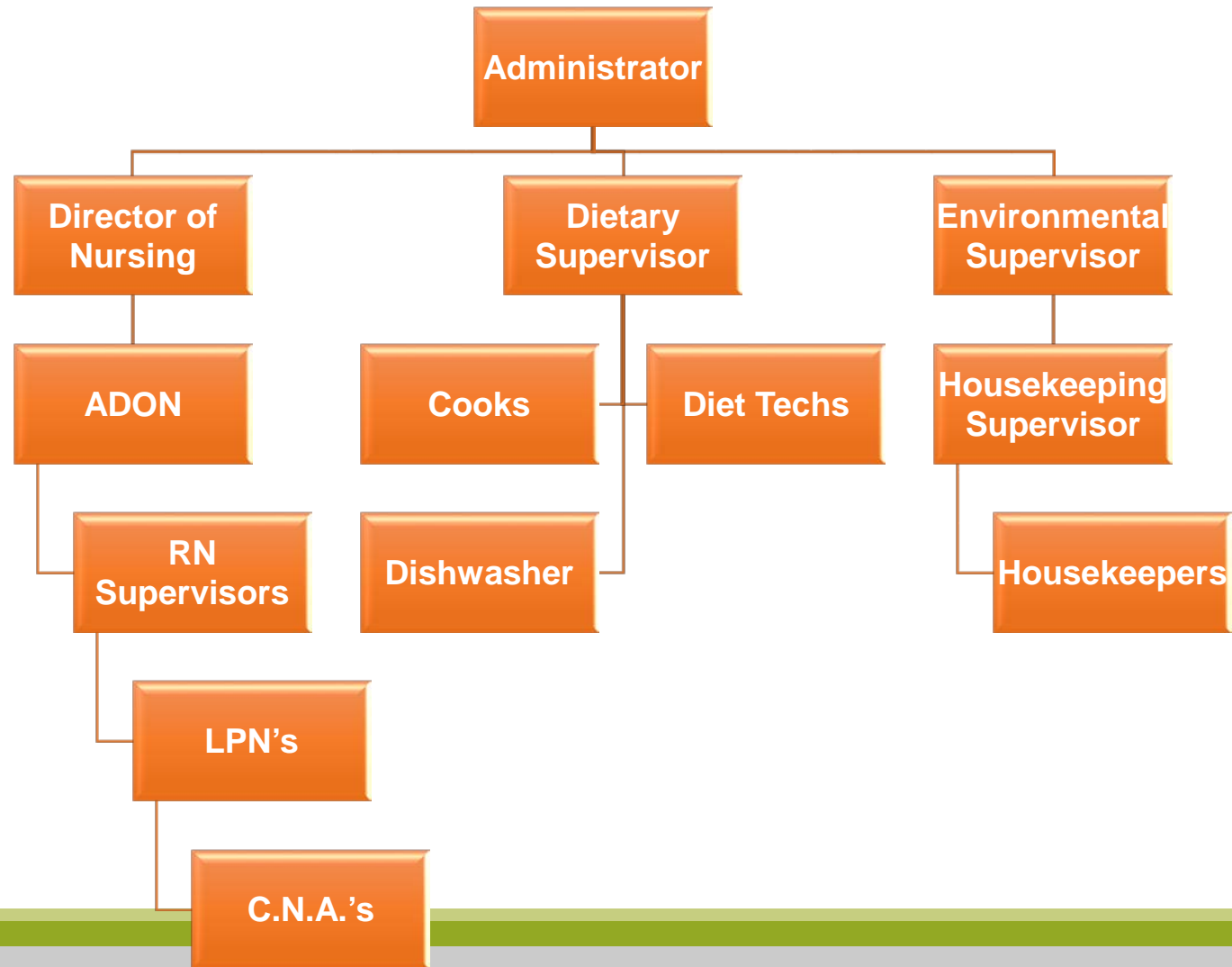


Empowered Staff – *The Human Architecture*

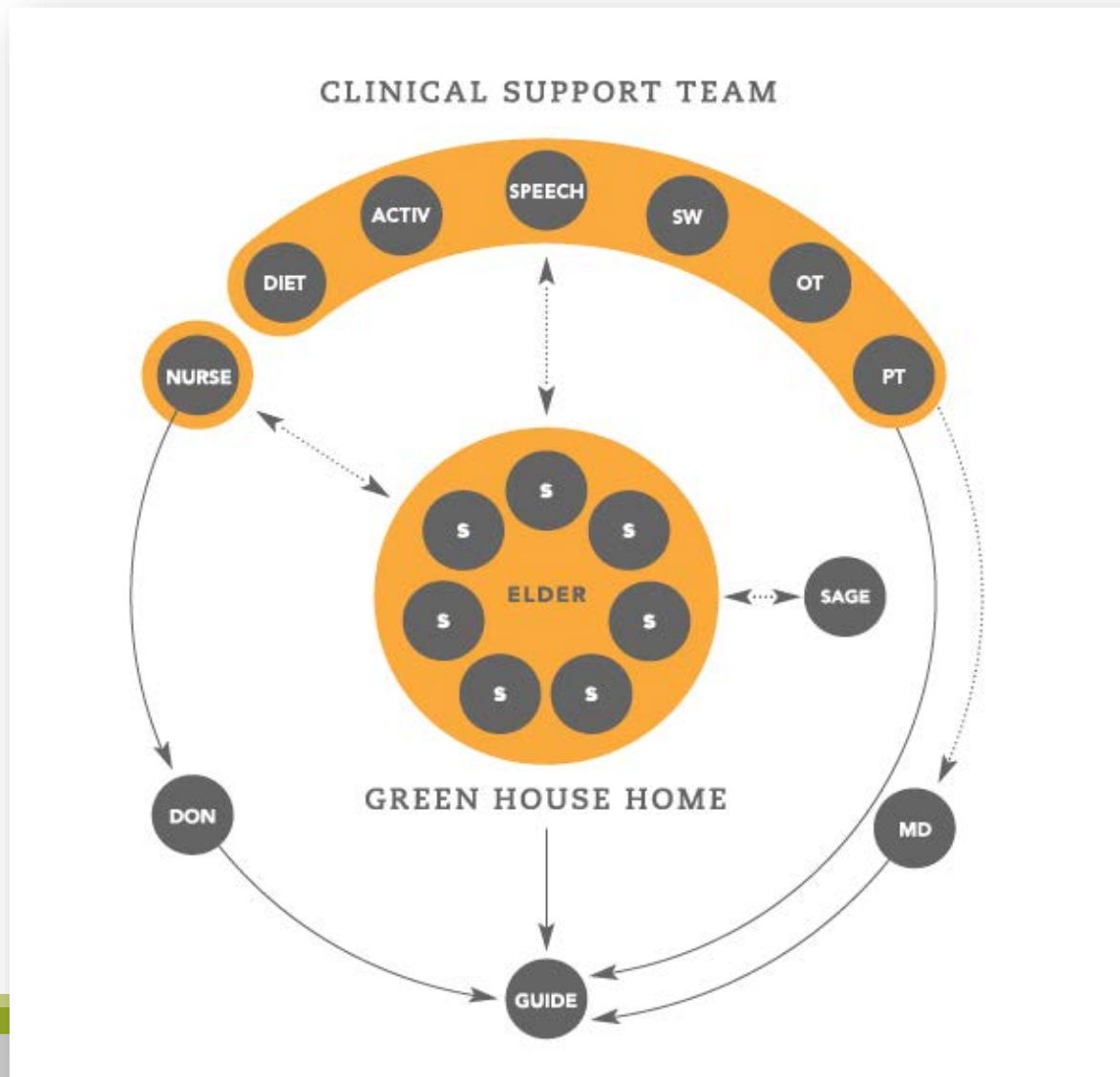
- Places the elder at the heart of the organizational chart
- Redefines roles and responsibilities of all core staff
- Radical change in leadership style



The Paradigm of Power



Organizational Redesign



It's All About Leadership



Self-Managed Work Team



- Group of Shahbazim who are empowered, responsible and trusted to manage the Green House home
- Work collaboratively with leaders and members of the clinical support team



Empowerment through Education

- CNA – required as a foundation
- 128 Hours additional training:
 - Safe food handling
 - CPR / First Aid
 - Culinary skills
 - Home maintenance/management skills
 - 48 hours Green House Training:
 - Dementia care
 - Critical Thinking for Clinical Excellence
 - Communication
 - Teamwork skills
 - Policies & Procedures



Nurses in The Green House Homes

Think Home Care!

- Care Role Model
- Gerontological Expert
- Care Partner
- Mentor and Teacher



Direct Care Staffing

- Total hours per elder per day = **5 - 5.2**
(10-elder home)
- Nurses:
 - One Nurse per two houses days
 - One Nurse per two - three houses evenings and nights
 - Total: **1 - 1.2 hrs** per elder per day
- Shahbazim:
 - Two Shahbazim days & evenings
 - One Shahbaz overnight
 - Total: 40 hrs total per day, **4 hrs** per elder per day



Achieving Success ... *living the values*



- **Meaningful Life** -- It's all about relationships – *Relationship based care that brings life to elders*
- **Empowered Staff** -- It's all about leadership -- *Establishing a coaching culture*
 - Fully empowered SMWT → HIGH PERFORMING TEAMS
 - Disseminating information
 - Coordinator roles and role ownership
 - Balancing support and accountability
- **Real Home** – The power of normal



INNOVATION

Adaptations of the Model:

- Urban style
- Short-term rehab
- Homes for ALS, MS





Innovation

GH Model Adaptations:

PACE

Homes for individuals with
developmental disabilities



Short-Term Rehab in GH Homes

A real home is the best place to recover and get back home:

- Home layout – *Real Home*
- Private rooms with private bathrooms
- Home cooked meals – *when you want them*
- Access to fresh air and sunlight
- Rehab in a real home
- Consistent assignment -> deep knowing relationships



Alzheimer's and Dementia Care in GH Homes



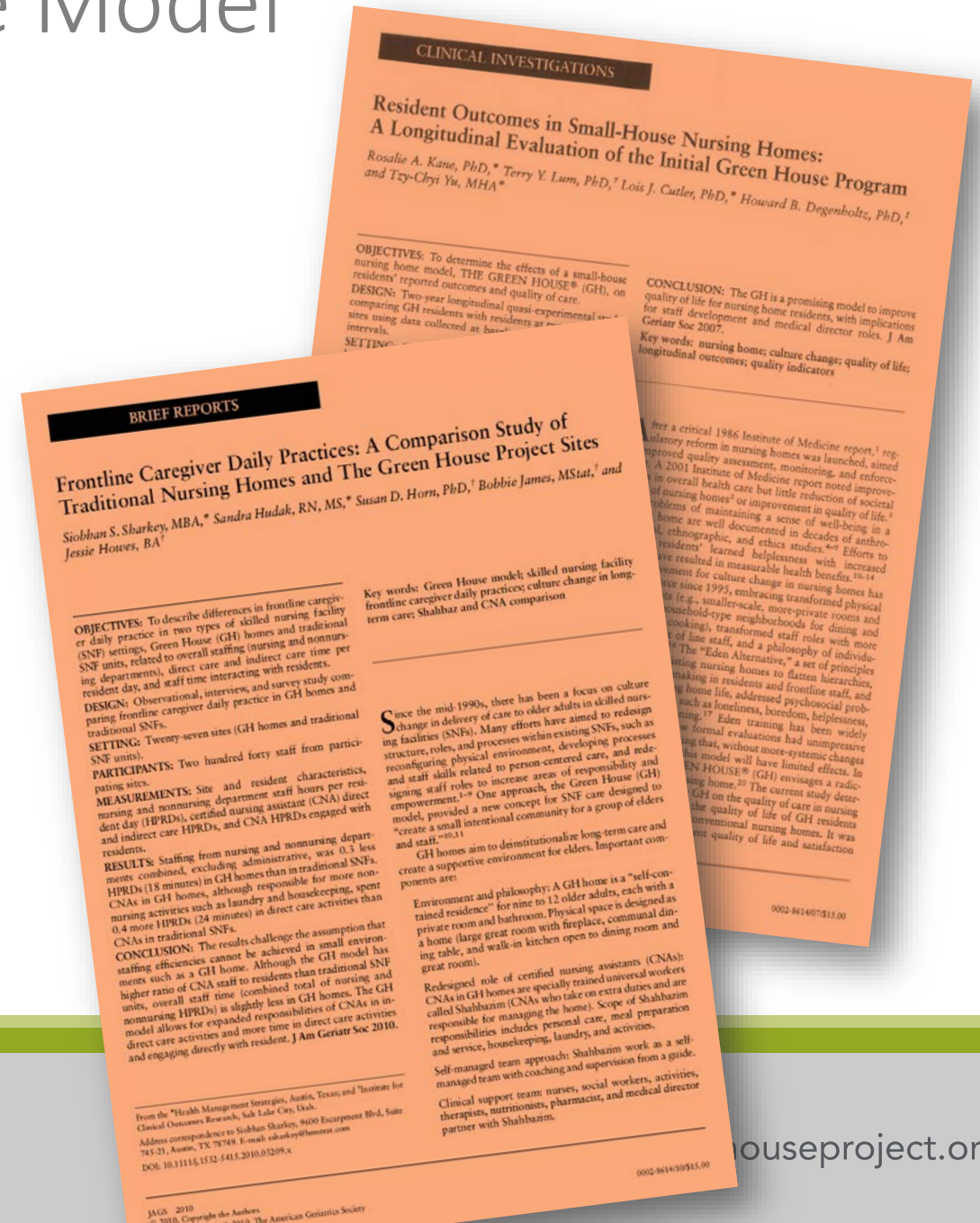
The Power of Normal





Evaluating the Green House Model

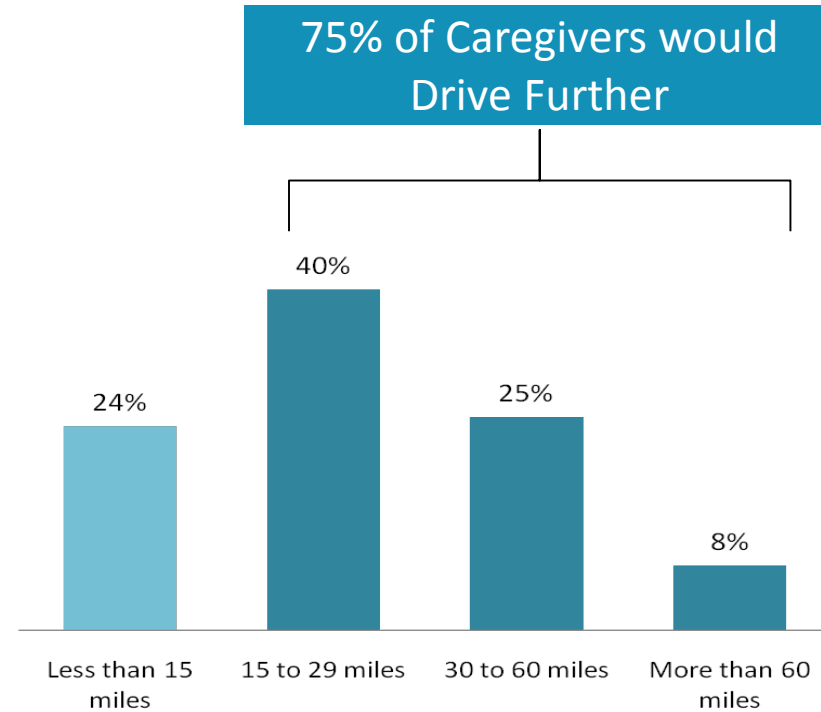
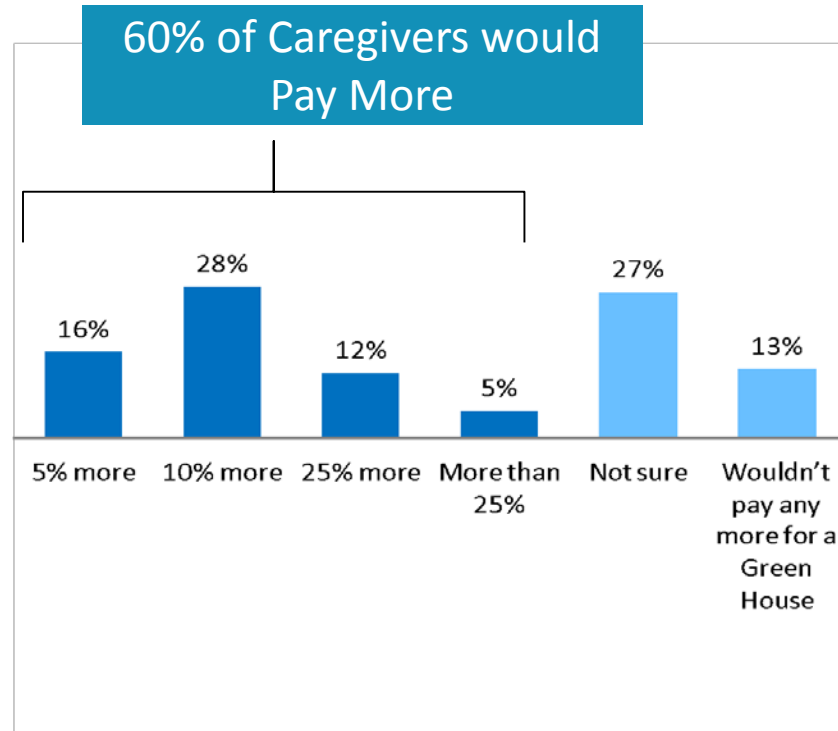
- Residents and Family Satisfaction
 - Improved quality of resident life
 - Improved quality of care
 - Improved family satisfaction
- Engagement & Quality of Care
 - Higher direct care time
 - Increased engagement with elders
 - Improved care outcomes



Consumer Research -- Caregivers



Consumer Demand



The THRIVE Collaborative

- Four interrelated research projects to learn about and compare Green House and other nursing homes
- Researchers from Harvard, University of North Carolina, University of Wisconsin, Health Management Strategies, Institute for Clinical Outcomes Research, and the Pioneer Network
- Data collection 2011-2014 and analysis of national data
- Funded by the Robert Wood Johnson Foundation

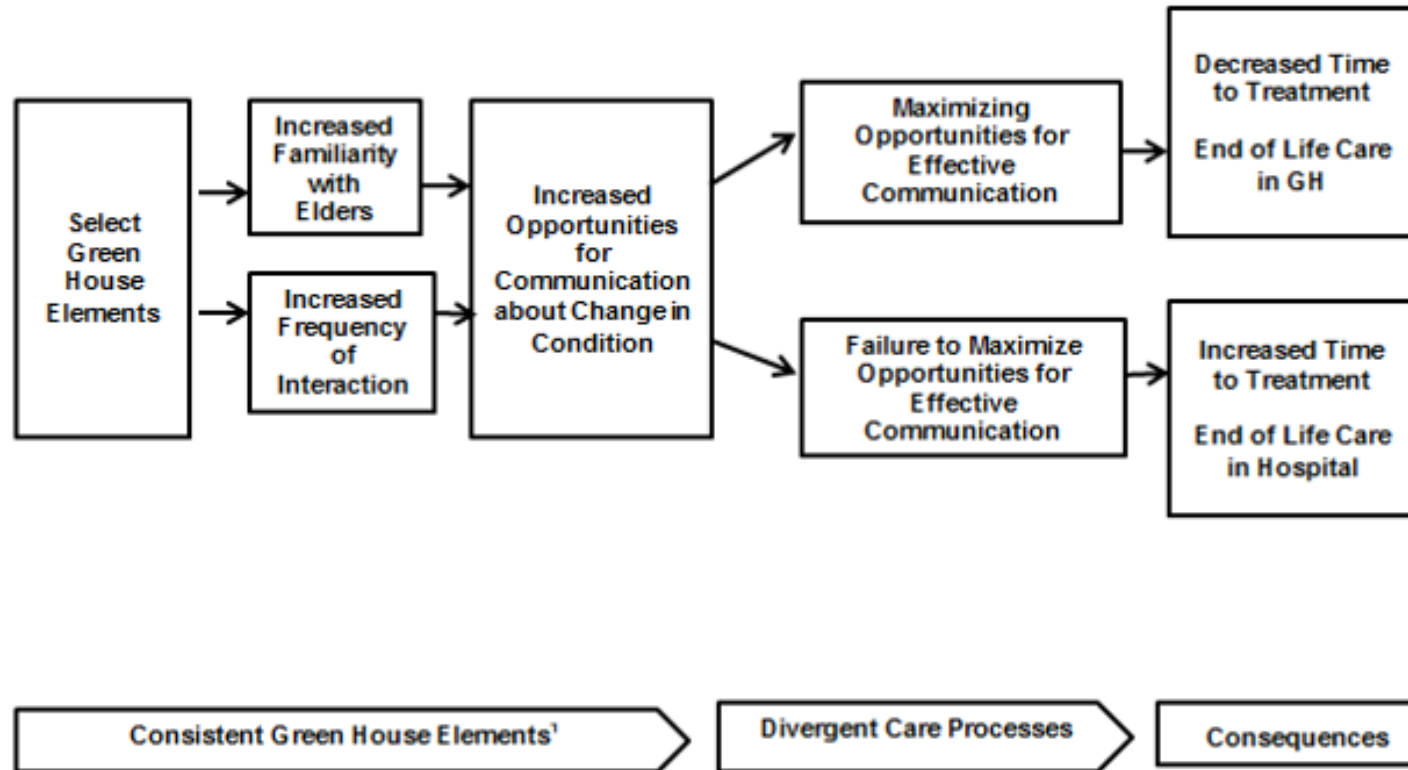


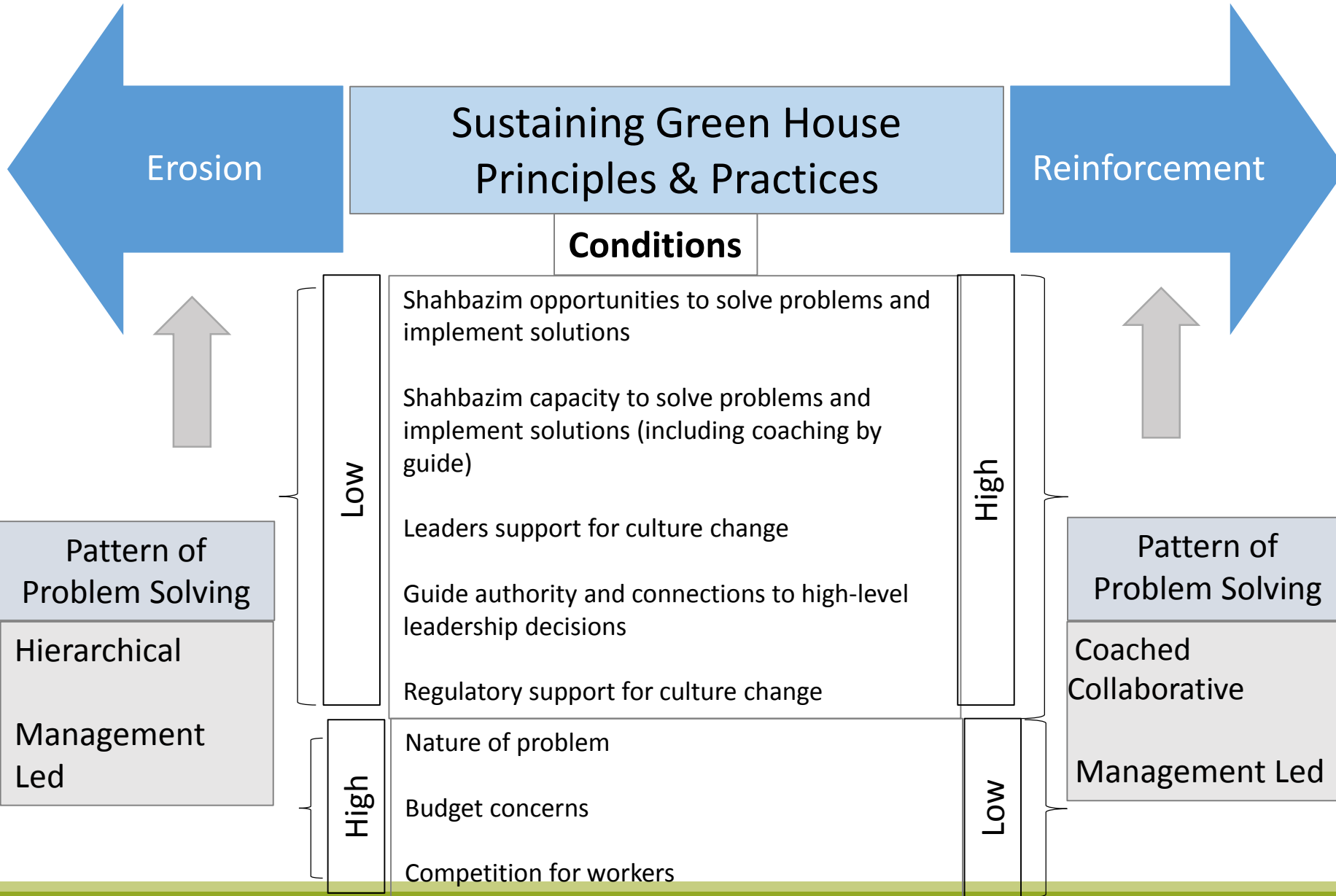
System Costs – Costs to Payers

- **Lower hospital readmissions:** Adoption of the GH model lowered hospital readmissions and several standardized measures of poor quality including bedfast residents, catheter use, and pressure ulcers for residents in Green House homes.
- **Medicare Part A Spending:** Adoption of the GH model reduced overall spending by **\$7,746/resident**



The Green House Model Creates Opportunities





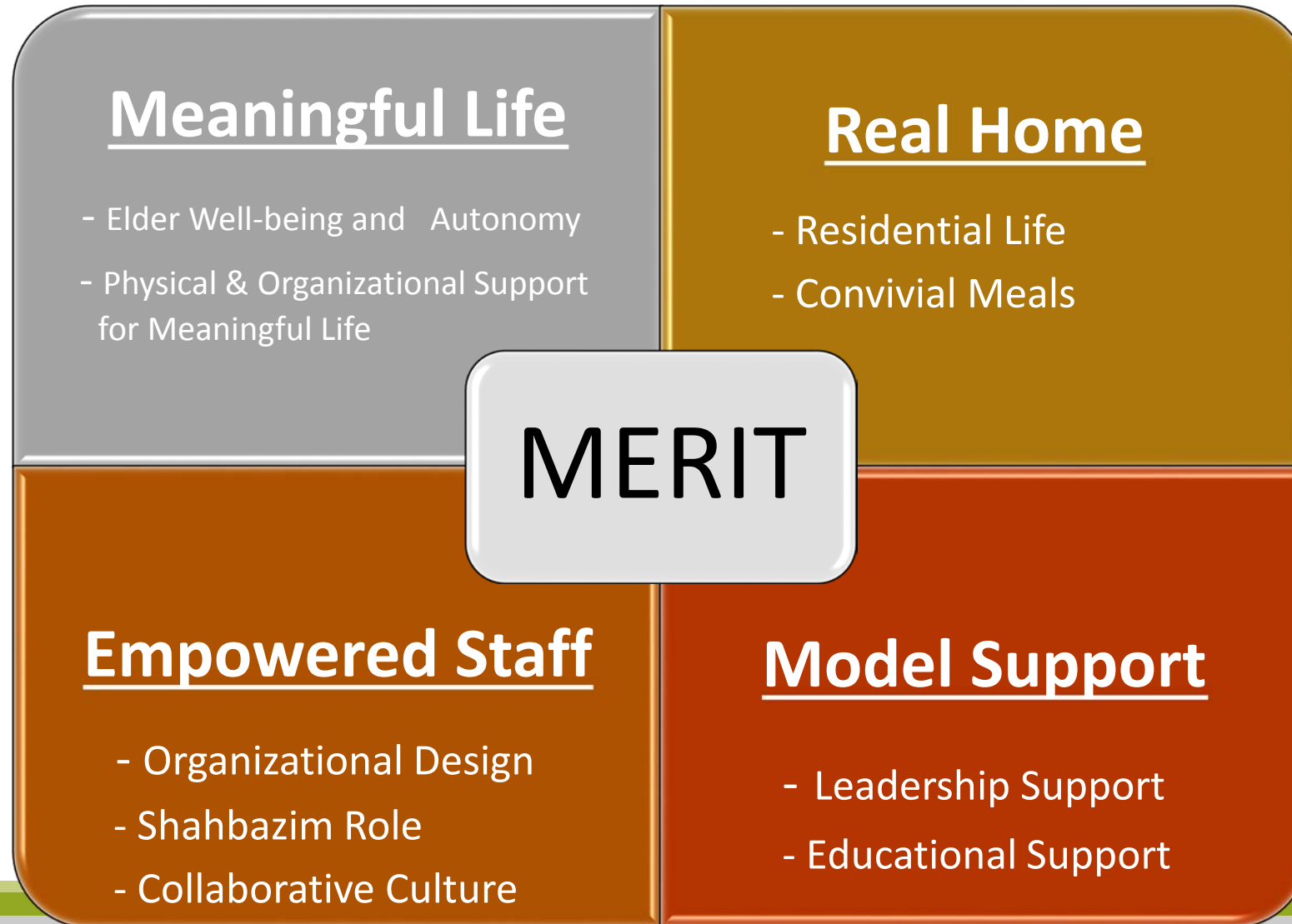
Protecting the investment in the brand – MERIT

Sustaining change

*Our collective voice becomes
louder and our impact stronger
when we come together to create
unified change.*



Monitoring and managing towards success

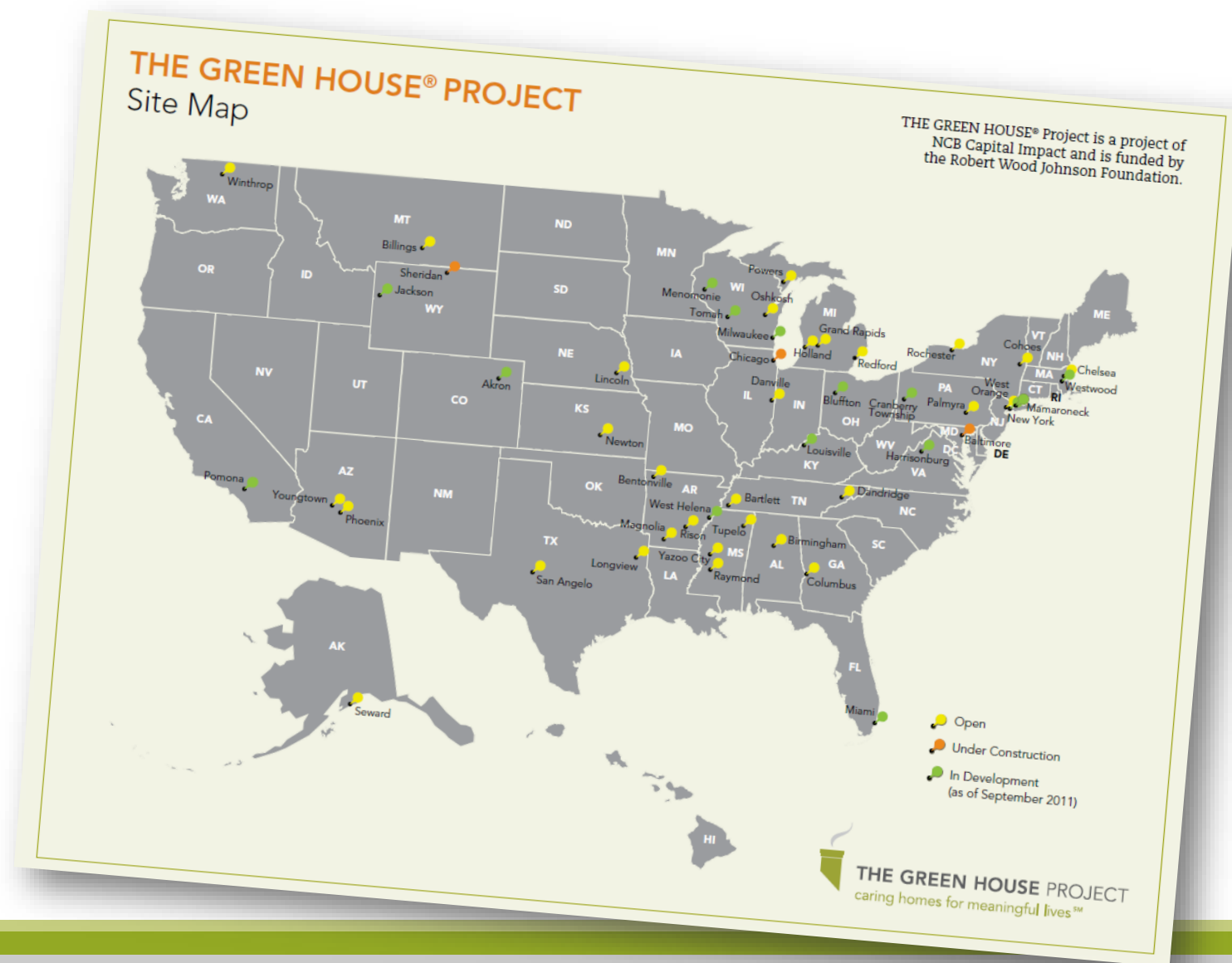


Operating

- 233 homes
- On 49 campuses
- In 32 states (AK, AL, AR, AZ, CA, CO, FL, GA, IL, IN, KS, KY, MA, MD, MI, MN, MO, MS, MT, NE, NJ, NY, OH, OR, PA, RI, TN, TX, VA, WA, WI, WY)

In Development

- 150+ homes
- On 24 campuses
- In 3 additional states (NC, NH, NV)



300 Green House homes open in 33 states by 2018!

- **1st 100 GHH:**
 - 2003—2011
- **2nd 100 GHH:**
 - 2012-2016
- **3rd 100 GHH:**
 - 2016-18





**Start by doing what's necessary;
then do what's possible; and
suddenly you are doing the impossible.**

Francis of Assisi



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Questions?



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