

Pioneer Network Fifth National Conference



August 4–7, 2004  Overland Park, Kansas



CNR Health Care Network

On the path to person centered care since 1999

Our core values:

INTEGRATION

We strive to create an environment that promotes cooperation and genuine participation.

COMPASSION

We recognize individual capabilities and limitations, show concern, and treat each other with respect.

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1-877-426-7225



Dear Pioneer,

We welcome you to Kansas and the Fifth National Pioneer Network Conference! Whether you traveled here by tornado, broomstick, bubble, flying monkey, hot air balloon, car or plane, we are so pleased that you are here with us.

Kansas is **the** perfect site for our conference. Not only are great things happening for elders living in Kansas, but Kansas offers perhaps the most appropriate theme possible, "There's No Place Like Home," from one of the most beloved stories of all time—"The Wizard of Oz."

The great and powerful Oz himself could not have created a more comprehensive and challenging schedule of sessions, nor would he have been able to find more qualified guides to lead these sessions.

With seven pre-conference intensives, 45 concurrent sessions, three plenaries, two learning circles, two post-conference home visits, a poster session and a handful of special meetings, this conference should provide you with opportunities to expand your vision of home, meet others on the journey and renew your spirit.

As the culture change movement grows, so do the needs of the Pioneers themselves. So, for the first time, this conference is offering "Getting Started" and "Advanced" sessions, which are denoted in this program.

For the next few days, this conference will be **your** home. If there is anything our team can do to make you more comfortable, please just stop by the Registration Desk on the Upper Level of the Overland Park Convention Center.

Believe it or not, "The Wizard of Oz" movie that we all know and love turns 65 this month. In its opening credits, this film is dedicated to the "young in heart." To these same people, who believe in the power of the individual, who remain hopeful in the face of adversity, and who believe change is possible, we dedicate this conference.

Sincerely,

Rose Marie Fagan
Conference Co-Chair

Sue Misiorski
Conference Co-Chair

Conference Goals

“There’s No Place Like Home” has six major goals:

- **Empower** elders, advocates, educators, policy makers, providers, regulators, researchers and other professionals to transform the culture of aging in America;
- **Promote understanding of the Pioneer Network**, including the core values and principles of culture change;
- **Provide practical skills and tools** for culture change activities in long term care;
- **Promote the adoption of culture change practices** by defined organizations and agencies committed to the journey;
- **Support the development of a research agenda** for culture change and pioneering practices; and
- **Facilitate meaningful involvement** by regulatory and other public authorities.



Pioneer
Network

“At a Glance” Schedule

Wednesday, August 4, 2004

10:00 a.m. to 6:00 p.m.	Registration Desk Open
11:00 a.m. to 6:00 p.m.	Emerald City Resource Center and Book Store Open
1:00 to 5:00 p.m.	Pre-Conference Intensives (7)
5:15 to 6:00 p.m.	First Timer’s Welcome
5:15 to 6:00 p.m.	Meet the Quality Improvement Organizations (QIOs)
5:15 to 6:00 p.m.	Meet the Grantmakers
6:00 to 8:30 p.m.	“Welcome to Kansas” Reception and Art Exhibit

Thursday, August 5, 2004

7:00 a.m. to 6:00 p.m.	Registration Desk Open
7:00 a.m. to 6:00 p.m.	Emerald City Resource Center and Book Store Open
8:00 a.m. to 5:00 p.m.	Quiet Room
8:00 to 9:45 a.m.	“Creating A Vision of Home” Plenary Session 1
10:15 to 11:30 a.m.	Learning Circles I and “The Journey Begins” Play
11:30 a.m. to 12:30 p.m.	Luncheon
12:45 to 2:15 p.m.	Concurrent Sessions “A” (9)
2:45 to 4:15 p.m.	Concurrent Sessions “B” (9)
4:30 to 6:00 p.m.	Concurrent Session “C” (9)
6:00 to 9:00 p.m.	“A Taste of Kansas City” BBQ Dinner and Jazz with Queen Bey

Friday, August 6, 2004

7:00 a.m. to 5:00 p.m.	Registration Desk Open
7:00 a.m. to 5:00 p.m.	Emerald City Resource Center and Book Store Open
8:00 a.m. to 5:00 p.m.	Quiet Room
8:00 to 9:30 a.m.	Concurrent Sessions “D” (9)
10:00 to 11:30 a.m.	“Experiences of Home” Plenary Session 2
11:30 to 12:30 a.m.	Boxed Lunch/ Learning Circles II
1:00 to 2:30 p.m.	Concurrent Session “E” (9)
3:00 to 4:30 p.m.	“There’s No Place Like Home” Plenary Session 3

Saturday, August 7, 2004

8:00 a.m. to 4:30 p.m.	Post-Conference Home Site Visits: Crestview Home or Meadowlark Hills
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Pioneer Network History, Values, Vision and Mission

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 its 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. These individuals work in long-term care homes and community-based settings, government, research, advocacy, education, and also include residents and their families. 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 bi-annual newsletter, and hosts national conferences to share its message. 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; it 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.

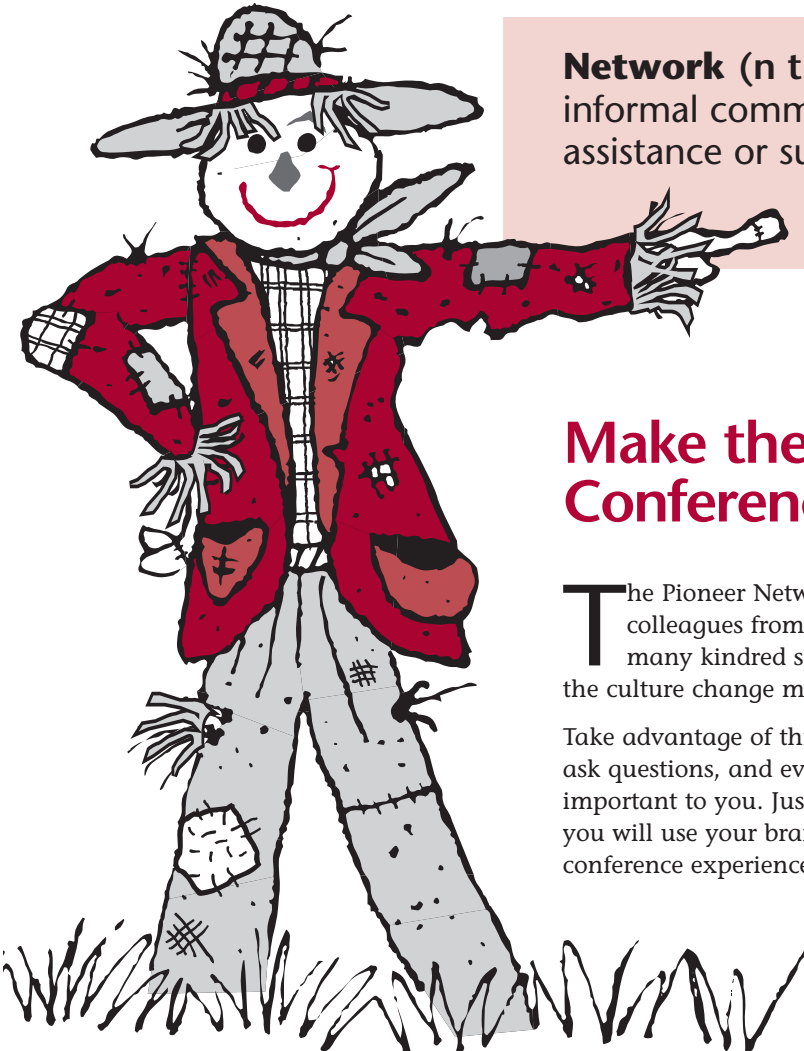
We recognize the need to create ways of living and working together that are different from the traditional models. The Pioneer Network supports models where elders live in open, diverse, caring communities. Pioneers are working for deep system change by both evolutionary and revolutionary means, using 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.



Network (n t wûrk) v. To interact or engage in informal communication with others for mutual assistance or support.

The American Heritage Dictionary

Make the Most of Your Conference Experience!

The Pioneer Network conference is a great place to meet your peers and colleagues from around the country. 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. Just like the characters in the "Wizard of Oz," we hope you will use your brain, heart and courage to make the very most of your conference experience.

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] Bring lots of business cards and be sure to exchange them with the people you meet so you can stay in touch.
- 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, so 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 homes. 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] Bring a sweater or jacket to meeting rooms—it's hard to network if you're frozen!
- 7] Don't run on empty—eat when it's time to eat, rest when it's time to rest.
- 8] Look for new tools, ideas and services in the Emerald City Resource Center, Poster Sessions and the Yellow Brick Road Training Stations. There are many resources available to help you with your challenging work.
- 9] Attend the First-Timers session. Look for someone who is a first-timer and introduce yourself.
- 10] Be on time—you won't want to miss a single thing!
- 11] If this conference is not meeting your needs, don't just tell your neighbor, tell us! We want this to be the best conference you have ever attended!
- 12] ***Have fun!***

change

“We must become
the change
we want to see
in the world.”
—Gandhi

Maurice L. and Hulda B.
Rothschild
FOUNDATION

The Hulda B. and Maurice L. Rothschild Foundation
is proud to be the lead sponsor of the Pioneer Network
and its Fifth National Conference,
“There’s No Place Like Home.”

We salute the Pioneer Network
and all of our colleagues who are fellow voyagers
on the journey.

The Rothschild Foundation is a national private philanthropy based in Chicago. It was created under the will of Hulda Bloom Rothschild, and came into being at her passing in 1980. Hulda Rothschild lived to the wonderful age of 102, and was always concerned with the needs of elders in her community. Therefore, the Foundation has a primary interest in improving the quality of life for elders in long term care institutions around the country.

Special Conference Features

Advanced/Getting Started Sessions

For the first time, this national conference has been designed to meet the learning needs of pioneers in various phases of their culture change journey. For those just beginning their journey, sessions described as “Getting Started” in this program may be of more interest. “Advanced” sessions have been designed to meet the needs of individuals or teams that have been on the journey for a while.

Emerald City Resource Center

You do not have to make the culture change journey alone—visit the Emerald City Resource Center on the Courtyard Level of the Overland Park Convention Center (CC) to learn about what some organizations and companies are doing to bring about culture change. On display you also will find tools and resources that can help you on your journey. For a complete list of organizations and companies in the Resource Center, see page 41.

Book Store

Don't embark on your journey empty-handed! Drop by the Hastings Entertainment Bookstore in Room 3 on the Courtyard Level (CC) and purchase a helpful book on elder care, organizational change management and culture change.

Getting Started

“There's No Place Like Home” will mark the debut of the Pioneer Network's newest publication, *Getting Started: A Pioneering Approach to Culture Change in Long Term Care Organizations*. This must-have manual will be featured in the pre-conference session, “Introduction to Culture Change,” and will be available for sale at the Pioneer Network table in the Emerald City Resource Center, located on the Courtyard Level of the Overland Park Convention Center.

This handbook explains a detailed process for the first phase of culture change in your organization, and features 16 training modules that build commitment and understanding for a person-centered home. **Look on the back page of this program for a special, limited offer on this important resource!**

Learning Circles

After the Thursday plenary and during the Friday lunch, there are scheduled “Learning Circles,” where conference participants will be divided into

small, facilitated discussion groups. These informal sessions will help you catch your breath, review your conference experiences and process specific culture change issues with others. We ask that you stay with your group for both Learning Circles. Say “goodbye” to your co-workers—to ensure a unique and candid discussion, these groups of 10 will be created through a random distribution of numbers!

“Wash & Brush Up Company”

Being a pioneer can be tough work. Take a moment for YOU. Drop by the world-famous Oz “Wash & Brush Up Company” on the Courtyard Level of the Overland Park Convention Center and treat yourself or a deserving colleague to a massage or a hair restyling. These complimentary services are on a first come, first served basis.

Plenary Sessions

The conference features three diverse and inspirational plenary sessions on the subject of “home” that you won't want to miss! All plenaries will be held in Ballroom ABC on the Upper Level of the Overland Park Convention Center. See the conference schedule within this program for each plenary's description.

Poster Sessions/Networking Area

When you think about it, Dorothy was quite the networker! As she journeyed to Oz, she met some important friends along the way—friends who gave her courage, shared their hearts and helped her problem-solve. Now it's your turn! Visit the Poster Session/Networking Area outside Ballroom BC on the Upper Level of the Overland Park Convention Center to view your colleagues' poster displays on their culture change efforts and perhaps meet other conference participants who will inspire and help you on your journey.

Quiet Room

This conference, with its loaded schedule and challenging work, is not for the faint of heart! If you need a peaceful rest and there's not a single poppy field in sight, drop in for a few minutes in the conference's “quiet room,” which is located in the Linden Room, on the lower level of the Sheraton Overland Park Hotel. Take a few minutes to gather your thoughts and recharge your spirit while sitting in comfy chairs and learn about the healing, relaxing power of music. Sponsor: Janalea Hoffman, founder Rhythmic Medicine

Quilts

Join with your fellow conference participants to continue the tradition of creating a Pioneer Network

conference quilt. Choose a yellow fabric “brick” and use it to express your feelings, thoughts and hopes about culture change. By the end of the conference, the bricks from all conference participants will be turned into an inspirational and beautiful “Wizard of Oz” quilt that proudly will be displayed near the Registration Desk alongside quilts from previous national Pioneer Network conferences.

Site Visits

On Saturday, day trips have been arranged to two homes engaged in deep organizational change—Meadowlark Hills and Crestview Nursing Home. Fifty-five participants will visit each home and experience what a transforming organization looks and feels like. While registration for these site visits is now closed, we encourage you to check at the Registration Desk by 6:00 p.m. on Thursday in the event of a cancellation. Buses will leave promptly at 8:00 a.m. from the Sheraton Hotel Lobby, Lower Level at the 110th Street entrance.

Training? Follow the Yellow Brick Road!

Has your staff training reached a fork in the road? Then follow the Yellow Brick Road, located outside Ballroom BC on the Upper Level of the Overland Park Convention Center, to discover 10 tips for keeping your staff training on the culture change journey. This area is sponsored by the **Kansas Department on Aging’s PEAK Nursing Home Initiative** and the training materials were developed through the **Galichia Center on Aging at Kansas State University**.

Walking the Labyrinth

Take a few minutes to go over, through and around the rainbow in the Overland Park Convention Center’s multi-colored labyrinth in the Lower Level Courtyard. A labyrinth imitates life’s journey, leading us through all the reversals and constant turns and changes that are a part of living. Experience the peace and guidance that comes from this walking meditation.

Watch Your Language!


A new culture calls for a new language. In this hands-on poster session, you have the opportunity to contribute to the lexicon for the new culture. What are “old” words we need to eliminate? What are “new” words we can use to rid ourselves of the medical model language? Drop by to share your thoughts in the Poster Session/Networking Area outside Ballroom BC on the Upper Level of the Overland Park Convention Center.

■

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in Washington without being
your neighbor in Kansas.

AARP. Creating change in our community.

From community service programs to consumer protection and nursing home reform, AARP Kansas is working hard to create positive social change where it's needed most — in every community.


AARP Kansas
The power to make it better.™

Call us at 1-866-448-3619 or visit our Web site at www.aarp.org/ks.

Kansas Health Care Association

Welcome Pioneer Network—
Welcome Change

The Kansas Health Care Association, in conjunction with the American Health Care Association, is committed to delivering alternative residential long-term care services with a strong commitment to quality of care. Our philosophy has been to offer a continuum of services, be it traditional or non-traditional services. Culture change, alternative services and quality of care are not tied to ownership; so for-profit or not-for-profit ownership is not critical to delivery what today's long-term care residents demand -- choice and a high level of quality care. Our profession, our Association and our members are evolving to meet those needs.



KANSAS HEALTH CARE ASSOCIATION, INC.

Changing Perceptions Because We Care

Learn More about
KHCA at
www.khca.org

General Information

Hotel and Convention Center

All conference events and sessions will take place in either the Sheraton Overland Park Hotel (H) or the adjacent Overland Park Convention Center (CC)—see session descriptions within this program for locations.

Registration

The Registration Desk is located on the Upper Level of the Overland Park Convention Center. This desk will be open during the following hours:

Wednesday	10:00 a.m. to 6:00 p.m.
Thursday	7:00 a.m. to 6:00 p.m.
Friday	7:00 a.m. to 5:00 p.m.

Continuing Education Credits

Provision of Continuing Education (CE) credits is included in your registration fee. For Administrators, application has been made with the National Accreditation Board for 11.5 hours for the main conference, 3.5 for the pre-conference and 4 for the post-conference home visits. For Kansas Administrators, application has been made for 4.2 hours for the pre-conference, 13.8 for the main conference and 4.8 for facility visits. For nurses, application has been made with the Kansas Board of Nursing and the Missouri Nurses Association (ANCC) for 4.2 hours for the pre-conference, 13.8 for the main conference and 4.8 hours for the facility visits. All other disciplines will receive a certificate for CE credits equivalent to the nursing hours. **For more information, stop by the CEU desk by the Registration Desk on the Upper Level (CC).**

Handouts

Session handouts will be available at the individual sessions. If extra copies remain after the session, they will be available in the Emerald City Resource Center (CC).

Information Desk

An information desk, staffed by Overland Park volunteers, is situated near our Registration Desk. They can assist with local attractions and questions. Their desk will be open during conference hours.

Internet Access, Photocopies and Faxes

Need to send a quick e-mail to Auntie Em? Wireless Internet access is available in the Sheraton Hotel Lobby and the Convention Center. If you're in a pinch and need to make copies or send/receive a fax, visit the Information Desk on the Upper Level (CC) for this complimentary service.

Audio Taping

Did the Wicked Witch cause you to miss a session? Would you like to share your conference experience with others back home? You can purchase audiotapes of conference sessions at the table near the Registration Desk on the

Upper Level (CC). The plenary sessions, seven pre-conference sessions, and the 45 concurrent sessions will be audiotaped by Florian Audio Visual.

Florian Audio Visual
(800) 783-2379
florian@wtciweb.com

Message Center

Messages for conference participants will be posted on a message board near the Registration Desk on the Upper Level (CC). 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 in your conference session or hotel room.

No Smoking Policy

Smoking is not permitted during any of the conference events or in any of the conference meeting rooms, the Emerald City Resource Center or Networking areas.

Recommended Dress

The recommended dress code for this conference is summer casual, including comfortable shoes. However, due to the potential challenges of August weather and air conditioning, it is suggested that you bring a sweater or light jacket with you to the meetings.

Special Requests

If you have any special needs (i.e., dietary, physical, transportation), please visit the Registration Desk on the Upper Level (CC).

Tourism Info

The Kansas area has far more to offer than its connection to the "Wizard of Oz." This vibrant area is legendary for its steaks, barbecue, shopping, jazz and big-hearted hospitality. For information on restaurants, museums and other attractions, visit the Sheraton Hotel's Concierge Desk or the Convention Center's Information Desk on the Upper Level (CC).

Cell Phones

Cell phones, pagers and other personal technology are prohibited during the conference programs. We urge you to leave these gadgets in your room in order to create a more person-centered atmosphere.

Breaks

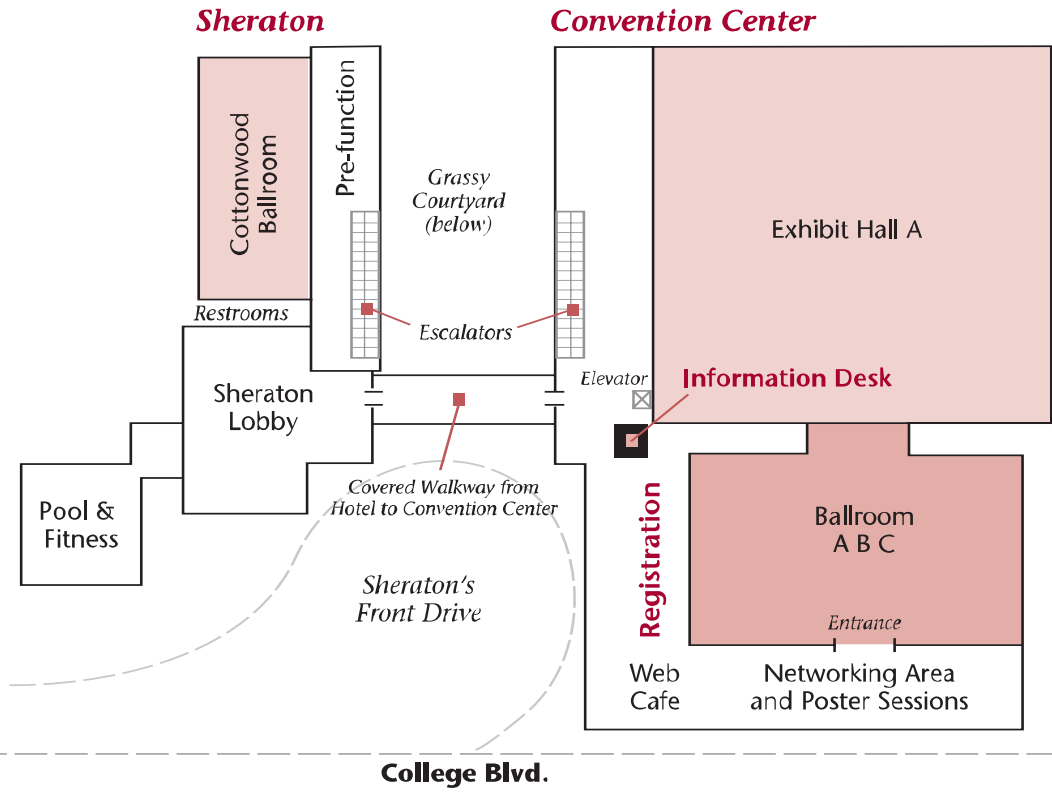
Sessions are planned to begin and end on time. Conference breaks are designed to allow you plenty of time to arrive at sessions on time.

Door Prizes

You'll want to be present Thursday evening after dinner when dozens of door prizes, generously donated by organizations in the Emerald City Resource Center will be handed out. You must be present to win!!

Lobby (Main or Upper) Level

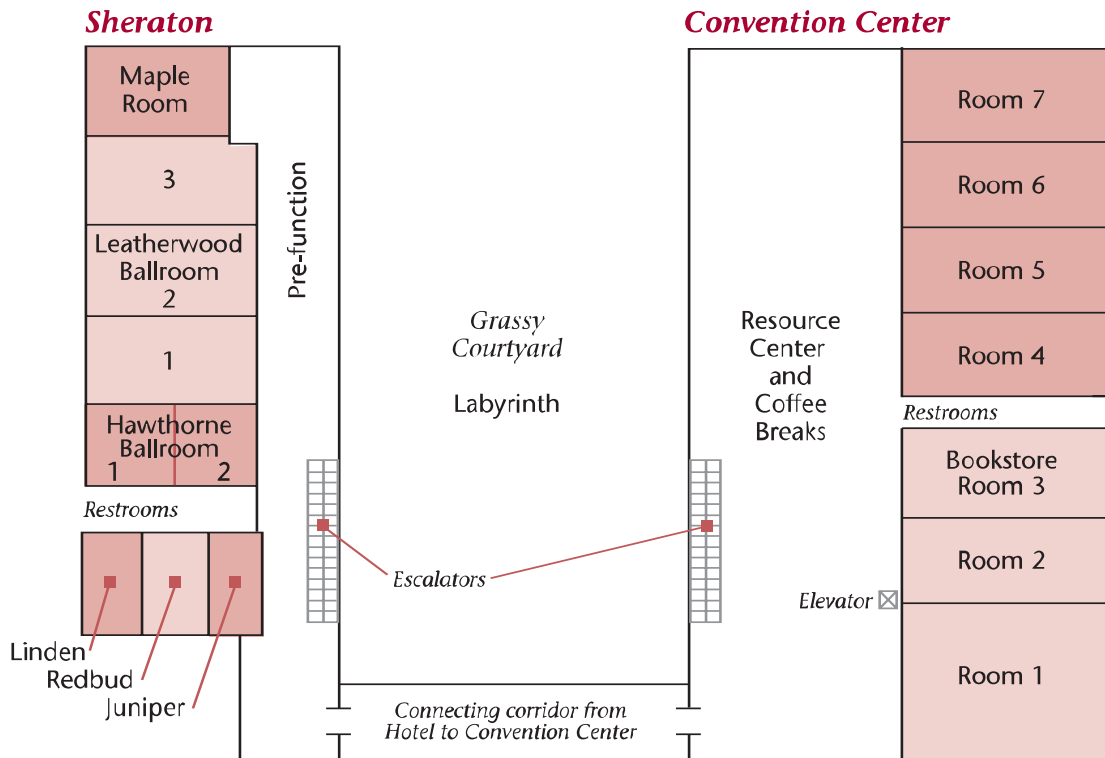
110th Street (below)



Courtyard (Lower) Level

Parking Lot

110th Street



Pre-Conference Sessions



On Wednesday, from 1:00 to 5:00 p.m., the following seven pre-conference sessions will be held. The pre-conference session, “Multi-Stakeholder Coalitions: The Key to Deep System Change,” is free to all conference participants. The remaining six pre-conference sessions require advance registration and payment.

The Art of Caregiving: A Person-Centered Approach (I01)

Room 2 on the Courtyard Level (CC)

Participants will be able to:

- Explain the difference between task-oriented caregiving and person-centered caregiving.
- Identify ways to bring person-centered practices into daily care.
- Explore their own ability to be an artist in the sacred career of caregiving.

What is Person-Centered Care and how is it different from what we already do? Caregiving is a *task* when it is focused on the body, it is an *art* when encompassing the whole person and reaching the human spirit. Real examples and exercises will inspire the personal growth and vision of direct care workers who share these values. This session is about the *Art* of caring for others, and the pride involved in being one of these artists.

Mary Ann Anichini, Director of Operation Excellence, Presbyterian Homes, Evanston, IL

Jeanne Heid-Grubman, Director of Education and Outreach, national Alzheimer’s Association, Chicago, IL

Anna Ortigara, Vice President, Campaign for Culture Change, Life Services Network, Hinsdale, IL

The Culture Change Journey: Why, What, When and How (I02)

Room 5 on the Courtyard Level (CC)

Participants will be able to:

- Explain how to establish organizational readiness for culture change, and steps for how to get started.
- Identify ways to align Pioneer Network values with daily practices in the organization.
- Explain the benefits of a person-centered culture compared to a traditional, institution-centered culture.

Participants will engage in an in-depth learning experience about bringing the values, principles and practices of culture change into their own workplaces. From getting it started to keeping it going, this dynamic team of experienced change agents will challenge your thinking, answer your questions, and offer some tools to assist your individual change efforts. For the courageous individuals in the earlier stages of exploration and experimentation, this session will help you discover the Pioneer within you.

Michelene Neubert, Vice President, Nursing Communities, Presbyterian SeniorCare, Pittsburgh, PA

Garth Brokaw, President and CEO of Fairport Baptist Home, Fairport, NY

Susan Misiorski, Organizational Culture Change Specialist, Paraprofessional Health Care Institute, New Boston, NH

Governance in a Changing Organizational Culture (I03)

Room 4 on the Courtyard Level (CC)

Participants will be able to:

- Explain the impact of governance on the culture change process.
- Identify changes needed in the role of governance in order to support the organization’s new mission and vision.
- Explain how an organization’s structure impacts relationships, teambuilding, communication and turf.

Culture change will get stuck, stall, and fail to be sustained without the support of organizational governance. This session will provide a comprehensive and advanced look at how board, administrator and staff relationships must change to transform an organization’s culture. This expert panel will share their first-hand experiences with changes in governance, organizational structure, and relationships. This is a rare opportunity for owners, trustees, CEOs and administrators to gather and discuss this important topic.

David Green, President & CEO, Evergreen Retirement Community, Oshkosh, Wisconsin

William Keane, Director of Special Programs, Mather LifeWays Institute on Aging, Evanston, Illinois

Clari Gilbert, Senior Vice President of Operations, Center for Nursing and Rehabilitation Healthcare Network, Brooklyn, NY

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Mather LifeWays Institute on Aging promotes the well-being of older adults through applied research, program innovation, education and dissemination.

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Making the Business Case for Culture Change (104)

Room 1 on the Courtyard Level (CC)

Participants will be able to:

- Understand the impact of the current long term care industry-wide crisis (e.g. staffing, occupancy, regulation) on viable business models of operating homes.
- Learn how foundational principles of culture change and corresponding values of the Pioneer Network can affect positive change in the long term care industry (e.g., improved quality of care and quality of life) *and* contribute to the improved financial health of homes that adopt this philosophy.
- Be able to prepare a culture change-based business plan that documents the financial impact of adopting a culture change philosophy.

Culture change is not just a “nice thing to do,” it is an imperative to staying in business. This session is designed for owners, CFOs, trustees, consultants, administrators and developers who need to be able to make the business case for culture change. As a result

of this session, attendees will be able to create a culture change-based business plan (i.e.: industry analysis, marketing plan, management plan, operations plan, financial statement and risk assessment) that can be used to influence decision makers to adopt this philosophy and attract outside funding.

Glenn Blacklock, Administrator, American Health Enterprises/Big Meadows, Savanna, Illinois

Monte Coffman, Executive Director, Windsor Place, Coffeyville, KS

Allison Lantieri, Director of Relationship Development and Creative Services, Institute for Caregiver Education, West Coast Office, Las Vegas, NV

Gail Urban, CFO, Meadowlark Hills, Manhattan, Kansas

Rich Wiscott, President, Institute for Caregiver Education, Chambersburg, PA



Multi-Stakeholder Coalitions: The Key to Deep System Change (I05)

Leatherwood 3 (H) (FREE session for all conference participants)

Participants will be able to:

- Define coalitions and coalition building
- Identify the key elements successful coalitions have in common
- Identify the challenges associated with maintaining coalitions

Deep system change cannot be accomplished without involvement of key stakeholders from that system. This session will highlight the key stakeholders within the aging community, and explain how to build relationships with them. Whether these relationships are created as smaller community-based culture change support groups, regional networks or state coalitions, these supports are invaluable. Come and learn how to build and grow your own multi-stakeholder coalition.

Mary Anne Kelly, Executive Director, SWPPA, Partnership for Aging, Cranberry, PA

Nancy Schwalm, Director of Business Management, Pinon Management, Denver, CO

Carol Tschop, Chairman, AGE Institute Holdings, Inc. Chambersburg, PA

Denise Hyde, Region V Coordinator, The Eden Alternative, Omaha, NE

Cathy Lieblich, Manager of Special Projects, Senior Resource Alliance, Orlando, FL

Todd Shackelford, Associate Director, West Central Illinois Area Agency on Aging, Quincy, IL

Gayle Doll, PEAK project coordinator, Galichia Center on Aging, KS State University, Manhattan, KS

Beth Cecil, Eden Alternative Coordinator, White Oak Manor, Inc., Mt. Pleasant, SC

Survey, Regulation and Culture Change (I06)

Leatherwood 1 (H)

Participants will be able to:

- Participants will be able to distinguish between real and perceived barriers to culture change.
- Participants will be able to identify ways to communicate with and engage surveyors in the change process.
- Participants will be able to identify regulatory issues needing clarification from CMS.

Still hearing, thinking or experiencing surveyors and regulations as barriers to your change process? Dialogue between regulators and providers will reveal the many ways that culture change practices support the intent of OBRA 87. Additionally, the group gathered will be charged with compiling a list of questions regarding regulations and culture change to be submitted to CMS by the Pioneer Network for official response and clarification. This session will not only talk about change, it will create it!

Carmen Bowman, Culture Change Consultant, Educating: Catering Education for Compliance and Culture Change, Lakewood, CO

Patricia Maben, Director, Long Term Care Division, Kansas Department On Aging, Topeka, Kansas

Gaius G. Nelson, Nelson-Tremain Partnership, P.A., Minneapolis, MN

Building Commitment for Change Through Training (I07)

Leatherwood 2 (H)

Participants will be able to:

- Participants will be able to explain the difference between passive and active learning techniques.
- Participants will be able to identify ways to change their own training process that include adult learner-centered techniques.
- Participants will be able to identify the role of training in building commitment to the values and practices of culture change.

Attention trainers and educators!! Culture change is not something we can tell people to do, it requires a process that helps people experience inner shifts in their own values and behaviors. Join us in a first-hand teaching experience using adult learner techniques. We'll involve you in a training process that builds commitment for the values and practices of culture change. Take home practical experience and tools to help you build a learning climate in your own organization.

Megan Hannan, Senior Change Leader, Action Pact, Inc. Columbia, Missouri

LaVrene Norton, Executive Leader, Action Pact, Inc., Milwaukee, Wisconsin

Concurrent Session Tracks

The 45 concurrent sessions of the main conference will be offered in the following five tracks: Heart, Brain, Courage, Home and Leadership.

“Heart” Track

These 10 sessions will help pioneers get to the heart of culture change. Participants will have the opportunity to examine their own hearts and honestly discuss some of the more challenging parts of the journey, including relationships, traditional staff roles, end of life issues and barriers to culture change. Participants also will explore the heartfelt side of such practical issues as socioeconomic differences between staff and elders and care planning and activities.

“Brain” Track

The 10 sessions in this track will offer participants thoughtful strategies, tools and experiences to create a culture of caring in their homes. Technology, research and peer-mentoring will be examined. One provider will share the strategies that they used to successfully transform their institution into a home. Practical tips on nurturing staff and concrete training suggestions also will be shared. The interim findings of a study of “pragmatic innovations in long-term care” will be presented.

“Courage” Track

Culture change is not for cowards. These 10 sessions will help Pioneers with their personal development, as well as their organization’s transformation. Participants will discover that unions, regulations and paperwork can be part of this change. Participants will face the scariest barrier to culture change—their own attitudes, beliefs and behaviors—and learn how to engage in honest and productive self-analysis.

“Home” Track

This 10-session track will help participants explore the meanings of “home.” Fun and informative exercises will show them how to build a community and express themselves while encouraging elders to express themselves. Everyday activities such as bathing, dining and gardening will be examined through the lens of a home experience, not that of an institution. Staff behavior and the physical



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environment will get the spotlight, as well as alternative home and community-based settings such as PACE programs and area agencies on aging.

“Leadership” Track

This special program track consists of five sequential sessions specially designed for developing change agents within organizations on the journey toward a new culture of aging. Experiential sessions will focus on: the key concepts underlying meaningful culture change and the role of leadership; personal self-mastery in our individual journeys as leaders; the key traits of leadership in long term care culture change and how they can be used to empower others; and building effective networks of successful leaders. Issues such as trust, self-assessment and sustainability will be brought to light in these sessions.



Breakfast Cash Concession Stands Open

6:30 to 8:30 a.m. in the Sheraton Hotel Lobby and near Ballroom ABC in the Upper Level (CC). For a leisurely breakfast, the Sheraton Hotel's full-service restaurant is located in the rear of their lobby.

Web Café and Information Desk Open

7:00 a.m. to 6:00 p.m. in the Upper Level (CC)

Quiet Room

8:00 a.m. to 5:00 p.m. in the Linden Room (H)

Registration Desk Open

10:00 a.m. to 6:00 p.m. in the Upper Level (CC)

Emerald City Resource Center and Book Store Open

11:00 a.m. to 6:00 p.m. in the Courtyard Level (CC)

Lunch Cash Concession Stands Open

11:30 a.m. to 1:30 p.m. in the Sheraton Hotel Lobby and near Ballroom ABC in the Upper Level (CC)

Break

2:30 to 3:00 p.m. in the Emerald City Resource Center in the Courtyard Level (CC)

First-Timer's Orientation

5:15 to 6:00 p.m. in Room 1 on the Courtyard Level (CC)

If this is your first Pioneer Network conference or event, welcome to an unforgettable experience! This session will help you meet other first-timers and get the "lay of the land" of this unique conference. If you have any questions or concerns during the conference, please visit our Registration Desk on the Upper Level (CC).

Pre-Conference Intensive Sessions

1:00 to 5:00 p.m., session descriptions start on page 12 and locations are listed below

- ◆ The Art of Caregiving: A Person-Centered Approach (I01)
Room 2 (CC)
- ◆ The Culture Change Journey: Why, What, When and How (I02)
Room 5 (CC)
- ◆ Governance in a Changing Organizational Culture (I03)
Room 4 (CC)
- ◆ Making the Business Case for Culture Change (I04)
Room 1 (CC)
- ◆ Multi-Stakeholder Coalitions: The Key to Deep System Change (I05) (FREE)
Leatherwood 3 (H)
- ◆ Survey, Regulation and Culture Change (I06)
Leatherwood 1 (H)
- ◆ Building Commitment for Change Through Training (I07)
Leatherwood 2 (H)

Meet the Quality Improvement Organizations (QIOs): A Resource to Your Change Process

5:15 to 6:00 p.m. in Hawthorne 1-2 (H)

Quality Improvement Organizations (QIOs) can help support, hone and spread your culture change efforts. In this session, QIO staff will provide hands-on experiences with tools that can improve your change process. The QIOs form collaborations to facilitate sharing of learning so that everyone benefits from everyone's efforts. The session will include information about the QIOs upcoming work in culture change, and how to work with the QIO in your state.

Marguerite McLaughlin, Project Coordinator
Quality Partners of Rhode Island

Gail Patry, Project Manager Quality Part of Rhode Island

Kim Lawton and Mapu Lemanua, Co-leaders,
Nursing Home Quality Initiatives, Kansas Foundation
for Medical Care

"Meet the Grantmakers" Meeting

5:15 to 6:00 p.m. in Leatherwood 1 (H)

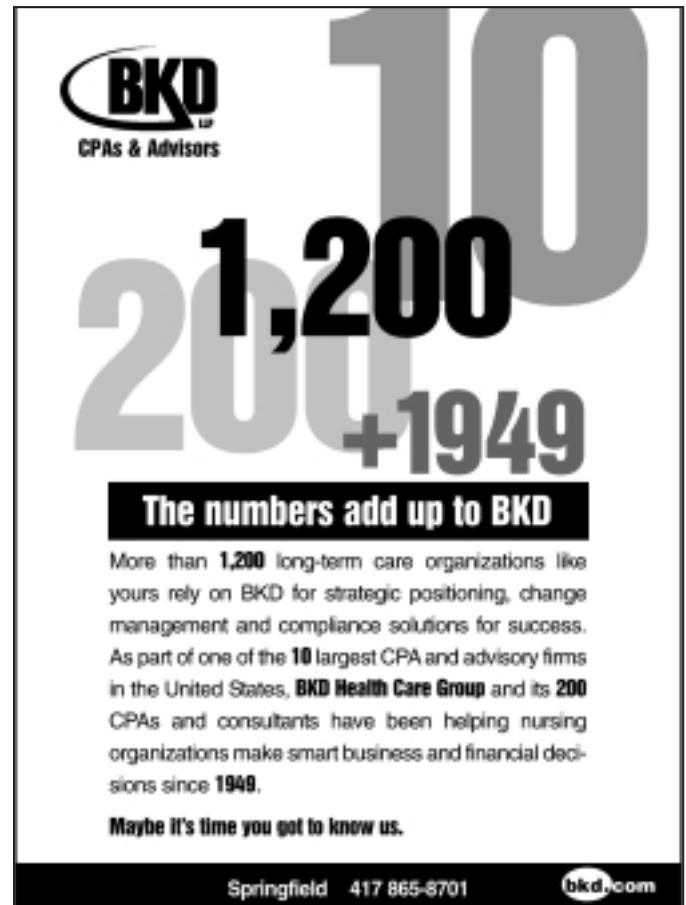
You don't need a crystal ball or magic spells to figure out what grantmakers are looking for when they consider funding applications. Join us for a special session with grantmakers in the field of aging. These funders will be available to meet with interested participants to talk about grant funding strategies and possibilities to support culture change. They will share the most common mistakes potential grantees make when they seek funding. This informal meeting and open dialogue is open to all interested persons on the journey and looking for new resources.

"Welcome to Kansas" Reception

6:00 to 8:30 p.m. in the Cottonwood Ballroom,
Lobby Level (H)

Kick off the conference in style at a "Welcome to Kansas" reception on Wednesday evening. After a special greeting by **Pamela Johnson-Betts, Kansas Secretary on Aging**, enjoy "Oz-mopolitan" punch and hors d'oeuvres and say "hello" to old friends and make new ones while viewing two inspiring art exhibits from the Theo and Alfred M. Landon Center on Aging at the University of Kansas Medical Center.

The first exhibit, **"Images of Aging,"** features amateur and professional photographs that capture the faces of



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older adults across Kansas and the metropolitan Kansas City area. These incredible photographs demystify aging and bring older adults to the forefront in a culture captivated by youth.

The second exhibit is the **"Nursing Home Series,"** a set of 16 drawings by Elizabeth "Grandma" Layton. Layton donated these drawings to the University of Kansas Medical Center in hopes of communicating to students and health professionals what it can be like to live in a nursing home. Layton, who took her first and only art class at age 68, poignantly depicts the feelings of loss when leaving your home to enter a nursing facility.

This reception is sponsored by First Quality and the Kansas Foundation for Medical Care.





Breakfast Cash Concession Stands Open

6:30 to 8:30 a.m. in the Sheraton Hotel Lobby and near Ballroom ABC in the Upper Level (CC). For a leisurely breakfast, the Sheraton Hotel's full-service restaurant is located in the rear of their lobby.

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Emerald City Resource Center and Book Store Open

11:00 a.m. to 6:00 p.m. in the Courtyard Level (CC)

Web Café and Information Desk Open

7:00 a.m. to 5:00 p.m. in the Upper Level (CC)

Quiet Room

8:00 a.m. to 5:00 p.m. in the Linden Room (H)

Break

9:45 to 10:15 a.m. in the Emerald City Resource Center on the Courtyard Level of the Overland Park Convention Center

Learning Circle I

10:15 to 11:30 a.m. in Ballroom ABC on the Upper Level (CC)

Special Play Presentation:

The Journey Begins

Fresh from its premiere run in San Francisco! This special one-act "Theater of the Old Culture" experience highlights in a humorous, yet poignant, way the values and practices of the "old culture" that we seek to transform for our elders. The play will be followed by "Learning Circle" discussions of its

Opening Program

8:00 to 9:45 a.m. in Ballroom ABC on the Upper Level (CC). **Sponsored by Windsor Place.**

◆ Welcome to the Land of Oz

Steve Shields, Pioneer Network Board member, Manhattan, KS

◆ Convening The Pioneers

Carter Catlett Williams, Pioneer Network Convener

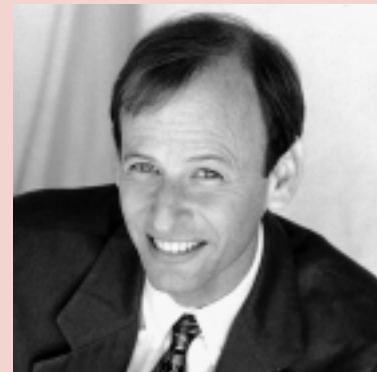
◆ Plenary 1: "Creating a Vision of Home" (P01)

In this unique opening plenary, two dynamic speakers team up to lay the framework for this conference experience. Best selling author Joey Green will highlight the life wisdom embedded throughout *The Wizard Of Oz*. Using film clips from the 1939 movie, Green will explain the spiritual journey of the main characters and their search for that which was in them all along. Steve Shields will end the session by building the bridge between the wisdom of Oz and Home, helping each of us apply the lessons learned to our work, our mission, and our vision of home.

Joey Green will be available in the Resource Center following the Plenary Session to autograph his book(s).

Steve Shields, CEO Meadowlark Hills, Manhattan, KS

Music by **Neyna Johnson**, Deputy State LTC Ombudsman, Illinois Dept on Aging, Springfield, IL



Joey Green, author of *The Zen of Oz: Ten Spiritual Lessons from Over the Rainbow*

meaning and relevance to the conference and culture change journey.

“The Chicago-Not-Quite-Ready for Culture Change Players” (in order of appearance):

Bill, Corporate Vice President of Strategic Efficiency, United Network of Care and Lovely Environments, portrayed by Bill Keane, Director of Special Programs, Mather LifeWays Institute on Aging, Evanston, IL

Rob, Administrator, Happiest Acres Nursing Home, Rehabilitation, Resort and Conference Center, portrayed by Robert N. Mayer, President, Hulda B. and Maurice L. Rothschild Foundation, Chicago, IL

Anna, Director of Nursing, Happiest Acres, portrayed by Anna Ortigara, Vice President, Campaign for Culture Change, Life Services Network, Hinsdale, IL

Kathy, Dietary Director, Happiest Acres, portrayed by Kathy A. Baker, Enloe Drugs / Omnicare, Decatur, IL

Glenn, Part Time Activities Director, Happiest Acres, portrayed by Glenn Blacklock, Administrator, American Health Enterprises/Big Meadows, Savanna, IL

Lunch

11:30 a.m. to 12:30 p.m. in Exhibit Hall A on the Upper Level (CC)

This lunch is sponsored by: AGE Institute of Florida, Senior Health Properties South, Senior Health TLTC, LLC, Senior Health TNF, LLC and Westminster Community Care

Activities as a Path for Culture Change Concurrent Session A11 (“Heart” Track)

12:45 to 2:15 p.m. in Cottonwood 1 (H)

Session Level: Getting Started

Participants will be able to:

- Name three ways to enhance an activity program
- Describe person-centered care as it relates to activities.
- Name three ways to get more staff, families and volunteers involved in activity programming.

Many individuals struggle about where to start making changes to our caregiving culture. This session argues that activities are an ideal and practical way to start creating a caring community. Using material from a



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new book on Alzheimer’s activities, and the presenters’ experience in activities in residential and day settings, examples will be shared and testimonials given about how to create a progressive, life-affirming activity program that improves the quality of life for all.

David Troxel, Director of Strategic Initiatives, California Central Coast Alzheimer’s Association, Santa Barbara, CA

Virginia Bell, Program Consultant, Greater Kentucky/Southern Indiana Alzheimer’s Association, Louisville, KY

Turner Stimpson, Resident Care and Transportation Coordinator, The Pines, Davidson, NC

Part 1—Teams that Rock: It’s All About Relationships Concurrent Session A12 (“Heart” Track)

12:45 to 2:15 p.m. in Cottonwood 3 (H)

Session Level: Advanced

Participants will be able to:

- Identify how full participation enhances the success of a team effort.

- Identify ways to build participation amongst all levels of staff in their organizations.
- Differentiate between “resistance” and “necessary information for change.”

Changing the culture includes changing how we work together, the hardest part of the culture to see. The strength of teams lies in the strength of relationships. To build healthy relationships, people need to feel comfortable sharing openly and honestly. Full engagement is necessary to be thorough and effective in the change process. Participants will have a direct experience of teamwork and inclusive participation in the first half of this two-part session.

Barbara Frank, Long Term Care Consultant, B&F Associates, West Newton, MA

Cathie Brady, Long Term Care Consultant, B&F Associates, Canterbury, CT

“Getting It” Concurrent Session A13 (“Brain” Track)

12:45 to 2:15 p.m. in Leatherwood 1 (H)

Session Level: Getting Started

Participants will be able to:

- Explore the change in perspective required for direct care staff to transition from an institutional, task-centered to a resident-directed model.
- Identify and practice techniques for teaching culture change through interactive, thought-provoking learning exercises.
- Describe barriers to culture change from the perspective of direct care staff.

This session highlights the process of personal enlightenment—the growing of open-minded, creative employees that embrace the spirit of making a resident-directed environment. In order for deep transformation to occur, people need to “get it.” This session explains what the “it” is and how to help staff “get” it. It offers practical tips on nurturing staff, presents concrete training suggestions, and addresses barriers and how they may be overcome.

Jean Heid-Grubman, Director of Education and Outreach, Alzheimer’s Association, Chicago, IL

Mary Ann Anichini, Director, Operation Excellence, Presbyterian Homes, Evanston, IL

Organizational Assessment: Process, Tools & Practicality

Concurrent Session A14 (“Brain” Track)

12:45 to 2:15 p.m. in Room 1 (CC)

Session Level: Getting Started

Participants will be able to:

- Explain the difference between traditional assessment process, which can be punitive, and a new assessment process whose purpose is to guide and inform the learning.
- Identify six areas important to assess for organizational readiness for change.
- Explain critical elements in a person-centered culture and identify early findings from a related survey tool.

A critical step in the journey toward culture change is assessment, and many providers are searching for practical how-to information on this subject. In this session two experts from the Better Jobs Better Care national demonstration project will share a user-friendly process for assessing what in the current organizational culture will contribute to and what might inhibit change. Discussion includes a person-centered self-assessment tool designed by the Oregon Health Sciences University, the role of focus groups, and a comprehensive organizational assessment approach. Attendees will receive written materials to help capture learning in their own organizations.

Diana White, Oregon Health Sciences University, Portland, OR

Ann Wyatt, Consultant, Paraprofessional Health Care Institute, New York, NY

Unions and Culture Change— A Unified Approach

Concurrent Session A15 (“Courage” Track)

12:45 to 2:15 p.m. in Leatherwood 2 (H)

Session Level: Advanced

Participants will be able to:

- Identify at least three strategies to implement culture change in a large, urban, unionized environment.
- Explain key elements of a replicable labor management partnership.
- Identify specific problem solving activities that help labor-management groups collaborate to overcome barriers to culture change.

The relationship between organized labor and management has historically been adversarial. Yet it is clear that achieving culture change requires the courage to acknowledge that such relationships are counterproductive, and to explore and develop shared interests in order to create new models. This session will describe how SEIU local 1199 and the Jewish Home and Hospital Lifecare System of New York are taking the journey toward culture change together.

Audrey Weiner, President/CEO, Jewish Home and Hospital, New York, NY

Debreh Gilbert, Consultant, Labor-Management, Hospital League/1199, New York, NY

***The Way of the Champion
Concurrent Session A16 (“Courage” Track)***

12:45 to 2:15 p.m. in Leatherwood 3 (H)

Session Level: Advanced

Participants will be able to:

- Identify at least three ways to champion the elders in a fashion congruent with Pioneer values.
- Explain how one’s personal spiritual growth is a key factor in becoming an effective change agent.
- Choose three strategic steps they will take to become more adept at effecting environments in which elders will flourish.

Champions abound on the culture change journey. This session is for elders and people of all ages who stand with them to help build meaningful, life affirming communities wherever they live and gather. The focus is on personal development and organizational transformation congruent with the emerging pioneer culture.

Barry Barkan, Co-Director Live Oak Project, Elder Communities of Alameda, California

Claudia Landeau, Research Director, Live Oak Project and Associate professor of Medicine at UCSF, CA

***Home is Where the Meal is—Two Successful Approaches to the Dining Experience
Concurrent Session A17 (“Home” Track)***

12:45 to 2:15 p.m. in Rooms 4-5 (CC)

Session Level: Advanced



Manhattan, KS

Welcome to Kansas Pioneers!

A 2,000-mile trek across a continent with no idea what awaited them found many pioneers making their start across the plains to the west in beautiful Kansas, while others settled here to start a new life. So put on your traveling shoes, load up your wagon, and mount your horse to prepare for the journey of the lives of our elders! Imagine and compare travel experiences of your own with the actual experiences of 19th-century pioneers and your life experiences with the retiree of the 21st century.

*We at Meadowlark Hills...
...Welcome you to Kansas!*

Participants will be able to:

- Contrast traditional long-term care dining to home dining.
- Explain the importance of creating a pleasurable, home dining experience for all residents, regardless of ability.
- Identify quality of care and quality of life outcomes resulting from a home-style dining experience.

Come and learn from two visionary Pioneers how they worked to completely redesign the dining experience in their nursing homes. Crestview will highlight their custom-designed wheelchair buffet, creating equal access to a choice of homemade foods. Meadowlark Hills will demonstrate the simplicity of dining family style, where the central gathering place is the kitchen and the dining room table. Please join them as they explain their struggles and rewards from their journey to home style dining.

Heather Generali, Nutrition Mentor, Meadowlark Hills, Manhattan, KS

Eric Haider, CEO Crestview Home, Bethany, MO

SESSION MATRIX	1	A	B	C
Cluster	Preconference Intensives 01:00 PM to 05:00 PM	08/05 12:45 PM to 02:15 PM	08/05 02:45 PM to 04:15 PM	08/05 04:30 PM to 06:00 PM
Heart 1	I01 Room 2 (CC) The Art of Caregiving: A Person-Centered Approach	A11 Cottonwood 1 (H) Activities as a Path for Culture Change <i>Troxel, Bell, Stimpson</i>	B11 Leatherwood 1 (H) Reinventing Staff Roles <i>Lustbader, McNeal, Beins, Misiorski</i>	C11 Room 4-5 (CC) What's "in the way" of culture change <i>Haider</i>
Heart 2	I02 Room 5 (CC) The Culture Change Journey: Why, What, When and How	A12 Cottonwood 3 (H) Teams That Rock–It's All About Relationships–Part I <i>Frank, Brady</i>	B12 Cottonwood 3 (H) Teams that Rock: Inclusive Change Process–Part II <i>Frank, Brady</i>	C12 Leatherwood 3 (H) Throw out the Activity Calendar <i>Tschop, Lantieri</i>
Brain 3	I03 Room 4 (CC) Governance in a Changing Organization Culture	A13 Leatherwood 1 (H) Getting It <i>Heid-Grubman Anichini</i>	B13 Leatherwood 2 (H) Planetree: Pioneering Culture Change <i>Gil, Gilpin</i>	C13 Cottonwood 3 (H) Technology for all Ages (& for all Budgets) <i>York/Schwalm</i>
Brain 4	I04 Room 1 (CC) Making the Business Case for Culture Change	A14 Room 1 (CC) Organizational Assessment: Process, Tools & Practicality <i>White, Wyatt</i>	B14 Room 1 (CC) Peer Mentoring: Building a Supportive Workplace Culture <i>Hegeman, Battisti</i>	C14 Cottonwood 1 (H) "In the Moment" Staff Training <i>Stobbe</i>
Courage 5	I05 Leatherwood 3 (H) Mult-Stakeholder Coalitions: The Keys to Deep system Change	A15 Leatherwood 2 (H) Unions & Culture Change: A Unified Approach <i>Weiner, Gilbert</i>	B15 Room 2 (CC) The "State" of Culture Change: State Initiatives <i>panel</i>	C15 Room 2 (CC) Building a Hometown Community in a CCRC <i>Asla, McGhee</i>
Courage 6	I06 Leatherwood 1 (H) Survey, Regulation and Culture Change	A16 Leatherwood 3 (H) The Way of the Champion <i>Barkan, Landeau</i>	B16 Room 4-5 (CC) Regulations & Providers– Partners in Culture Change <i>Maben</i>	C16 Leatherwood 2 (H) Transforming the Culture of the Workplace <i>Ortigara</i>
Home 7	I07 Leatherwood 2 (H) Training Techniques that Build Commitment for Culture change	A17 Room 4-5 (CC) Home is Where the Meal is <i>Generali, Haider</i>	B17 Cottonwood 1 (H) Culture Change: It's not only about Nursing Homes <i>Kelly, James</i>	C17 Leatherwood 1 (H) Bathing Without A Battle <i>Rader</i>
Home 8		A18 Room 2 (CC) A Vision of Home: From the Inside Out <i>Tyson, Tozzio, Reid</i>	B18 Leatherwood 3 (H) Finding the "Home" in the Institution <i>Kaup</i>	C18 Room 1 (CC) Speaking Up and Speaking Out–Giving Elders a Voice <i>Hawver, Baumes</i>
Leadership 9		A19 Cottonwood 2 (H) Me, Myself and I as Leader <i>Dixon</i>	B19 Cottonwood 2 (H) Building a Leadership Culture <i>Coffman, Frost</i>	C 19 Cottonwood 2 (H) Culture Change Leadership–Built to Last <i>Newman, Norton, Shields</i>
C				
M				

D	E	P	S	
08/06 08:00 AM to 09:30 AM	08/06 01:00 PM to 02:30 PM	Plenary Sessions	Site Visits	Cluster
D11 Room 1 (CC) Person-Centered Approaches to the End-of-Life Experience <i>Estes</i>	E11 Leatherwood 3 (H) Hope, Spirituality and the Human Spirit <i>Richards</i>	P01 Ballroom ABC (CC) Creating a Vision of Home		Heart 1
D12 Leatherwood 1 (H) Care Plans that Know Each Person <i>Crandall</i>	E12 Leatherwood 2 (H) When Worlds Collide: Creating Culture Change <i>Doll</i>	P02 Ballroom ABC (CC) Experiences of Home		Heart 2
D13 Room 4-5 (CC) Tales from the Front: A Culture Change Journey <i>Bump, Schmidt</i>	E13 Room 2 (CC) Making the Business Case for Culture Change <i>Spragens</i>	P03 Ballroom ABC (CC) There's No Place Like Home		Brain 3
D14 Cottonwood 1 (H) Innovation in Long Term Care: What is the state of the art? <i>Sloane, Zimmerman</i>	E14 Cottonwood 1 (H) Research: The Pathway to Documenting Outcomes <i>Panel</i>			Brain 4
D15 Leatherwood 3 (H) What it takes to be a Leader in this Brave New World <i>Deutschman</i>	E15 Cottonwood 3 (H) Bring Culture Change to a Multi-Home Organization <i>Panel</i>			Courage 5
D16 Room 2 (CC) Paperwork, Paperwork, Paperwork <i>Jennings</i>	E16 Leatherwood 1 (H) Incremental vs Deep System Change <i>Stein, Lustbader</i>			Courage 6
D17 Cottonwood 3 (H) Finding the Meanings of Home <i>Calkins</i>	E17 Room 4-5 (CC) Creating A Live Oak Council of Elders <i>Barkan and Barkan</i>			Home 7
D 18 Leatherwood 2 (H) Baby Boomers and their Idea of "Home" <i>Rashap</i>	E18 Room 1 (CC) PACE: Staying Home as a Long Term Care option <i>Galyon, Greenwood</i>			Home 8
D19 Cottonwood 2 (H) Home Sweet Home- Sustainability! <i>Boyd</i>	E19 Cottonwood 2 (H) Moving Out: Building the Movement <i>Keane, Thomas</i>			Leadership 9
			S3C 110th Street (H) Facility Visit— Crestview Home	C
			S3M 110th Street (H) Facility Visit— Meadowlark Hills	M

A Vision of Home: From the Inside Out Concurrent Session A18 (“Home” Track)

12:45 to 2:15 p.m. in Room 2 (CC)

Session Level: Getting Started

Participants will be able to:

- Explain key elements of the planning process for senior housing connected to a regional medical center.
- Identify the importance of quality natural surroundings and how active gardening can enhance home life.
- Identify ways that architecture and landscape work together to create home.

This session will present a team approach to seeing a project from a dream to the built reality while providing quality affordable housing for seniors. Come and learn about Mercy Village in Joplin, MO, a HUD-funded senior apartment building that has placed as much attention to transforming the outside environment as the inside. Discussion includes healing gardens as an important aspect of creating home.

Martha Tyson, Landscape Architect, Martha M. Tyson Design Consulting, Baileys Harbor, WI

Mark Tozzio, Senior Vice President of Business Development and Marketing, St. John’s Regional Medical Center, Joplin, MO

Ron Reid, Ron Reid Associates Architecture, Kansas City, MO

Me, Myself and I as Leader Concurrent Session A19 (“Leadership” Track)

12:45 to 2:15 p.m. in Cottonwood 2 (H)

Session Level: Getting Started

Participants will be able to:

- Examine culture change leadership capabilities using a mini-leadership assessment tool.
- Identify processes and actions needed to enhance culture change leadership capabilities.
- Develop an initial framework for a leadership development plan and describe criteria for selecting a mentor(s) for follow-up support. (NOTE: Participants will be encouraged to use the ‘Mentor Selection Criteria’ to identify mentors as they participate in the track and in the conference as a whole.)

Leader self-mastery is a key imperative for leading culture change. This session will help leaders on all levels to examine their leadership capabilities.

Participants will engage in a process that assists them in exploring the dynamic interrelationship between knowing self and being an effective leader. Designing an initial framework for a leadership development plan will help them plot the road ahead for self-improvement. Participants will describe criteria for selecting mentor(s) for support.

Diane L. Dixon, Managing Principal, Diane Dixon & Associates, LLC, Columbia, MD

Break

2:15 to 2:45 p.m. in the Emerald City Resource Center on the Courtyard Level (CC)

Reinventing Staff Roles: The Way “We’ve always done it” Just Doesn’t Work Concurrent Session B11 (“Heart” Track)

2:45 to 4:15 p.m. in Leatherwood 1 (H)

Session Level: Advanced

Participants will be able to:

- Describe the barriers to culture change inherent in the traditional roles of social worker, nurse, nursing assistant, and administrator
- Identify at least two ways that each role can be re-invented
- Identify at least two ways that “turf” issues harden the hearts of workers and distract from person-centered caring

Many organizations start out enthusiastically on the road to changing their culture of care, only to encounter the obstacles of traditional staff roles and turf. This session will examine how the roles of social worker, nurse, nursing assistant and executive management can be re-invented along the way. Participants will be able to identify where traditional roles have become barriers and how to shift “job responsibilities” to support person-centered values.

Kathryn McNeal, Clinical Care/Staff Development Coordinator, Meadowlark Hills Retirement Community, Manhattan, KS

Susan Misiorski, Organizational Culture Change Specialist, Paraprofessional Health Care Institute, New Boston, NH

The Catholic Health Association of the United States is grateful to the Pioneer Network for its contribution to promote the dignity of long-term care residents and the staff who care for them.



Roger Beins, Director of Nursing, Meadowlark Hills Retirement Community, Manhattan, KS

Wendy Lustbader, Affiliate Assistant Professor, University of Washington, School of Social Work, Seattle, WA

Part 2—Teams that Rock: Building an Inclusive Change Process
Concurrent Session B12 (“Heart” Track)
 2:45 to 4:15 p.m. in Cottonwood 3 (H)

Session Level: Advanced

Participants will be able to:

- Identify how power imbalance in a hierarchical structure silences some and bestows privilege on others.
- Learn how this power imbalance affects team interactions.
- Identify ways to level the playing field to support inclusiveness in the change process.

Inclusiveness is essential for successful transformation. Through direct experience, participants will learn how traditional roles and hierarchy impede inclusiveness by creating an imbalance that silences some and bestows

unconscious privilege to others. Participants will explore these dynamics in their own workplaces and what they can do about it. Change starts with awareness. This second half of a two part series will identify ways to level the playing field and bring out the best in teams.

Barbara Frank, Long Term Care Consultant, B&F Associates, West Newton, MA

Cathie Brady, Long Term Care Consultant, B&F Associates, Canterbury, CT



Planetree: Pioneering Culture Change from Hospitals to Nursing Homes Concurrent Session B13 (“Brain” Track)

2:45 to 4:15 p.m. in Leatherwood 2 (H)

Session Level: Getting Started

Participants will be able to:

- Explain the importance of engaging staff in fulfilling their own and the organization’s dreams and visions.
- Identify the Planetree philosophy and components of person-centered care.
- Explain how the Planetree model is being expanded into long-term care and senior living as a relationship-centered approach.

Twenty-five years ago, Planetree was founded by a patient who embarked on a journey of transformation. Planetree, a non-profit organization, works with over 80 hospitals, and more recently, with senior living facilities. The Planetree Model for acute care focuses on human interactions, family involvement, access to information, architectural design, arts, human touch, spirituality and integrative therapies. Come and learn how the Planetree approach can build a relationship-centered culture in your organization.

Laura Gilpin, Director, Planetree Alliance, Fairhope, AL

Heidi Gil, Administrator, Wesley Village, Shelton, CT

Peer Mentoring: Building a Supportive Workplace Culture Concurrent Session B14 (“Brain” Track)

2:45 to 4:15 p.m. in Room 1 (CC)

Session Level: Getting Started

Participants will be able to:

- Explain the multi-faceted nature and benefits of an effective CNA peer mentoring program in long term care settings
- Identify the training components, logistics and costs of a carefully-crafted peer mentoring program for CNAs
- Choose among a variety of creative ways to implement and sustain a peer mentoring program, even in a cost-constrained environment.

A culture of caring for residents also requires a culture of caring for staff. This session will discuss how peer mentoring has successfully created a culture of caring

in a multi-site, three-year research and demonstration project called “Growing Strong Roots.” Learn how a comprehensive peer mentoring program can create a family-like and loving environment while dramatically reducing CNA turnover. Discussion includes specific advice and tools for replication and evaluation.

Carol Hegeman, Director of Research, Foundation for Long Term Care, Albany, NY

Francis Battisti, Batistti Network, Binghamton, New York

The “State” of Culture Change: State Initiatives Concurrent Session B15 (“Courage” Track)

2:45 to 4:15 p.m. in Room 2 (CC)

Session Level: Getting Started

Participants will be able to:

- Explain the importance of a multi-stakeholder approach to culture change.
- Describe key elements of four different state initiatives for culture change.
- Explain the importance of the relationship between quality of jobs and quality of care.

As the culture change movement has grown across the country, many states have formed unique initiatives to advance the values and practices of culture change in their communities. This workshop highlights four initiatives impacting seven states. Programs featured include PEAK in KS, a statewide survey from Iowa, the Colorado Culture Change Coalition, and Better Jobs Better Care which includes OR, VT, NC, IA, and PA. This workshop is a must for sparking ideas that create widespread involvement of multiple stakeholders in the change!

Bill McDaniel, Director, Nursing Home Program, Kansas Department on Aging, Topeka, KS

Wendy Ringgenberg, Coordinator, Nursing Home Administrator Educational Program, The Des Moines Area Community College Health Care Administration Program Des Moines, IA

Carmen Bowman, Culture Change Consultant, Edu-Catering: Catering Education for Compliance and Culture Change, Lakewood, CO

Christine Rico, Vice President of State Policy and Practice for the Paraprofessional Health Care Institute, Bronx, NY

Audrey Weiner, Moderator, President/CEO, Jewish Home and Hospital, New York, NY

Regulations and Providers– Partners in Culture Change?
Concurrent Session B16 (“Courage” Track)
2:45 to 4:15 p.m. in Rooms 4-5 (CC)

Session Level: Getting Started

Participants will be able to:

- Explain how regulators and providers can work together to achieve a common goal of person-centered care.
- Describe how the principles of culture change are supported by federal and state regulations.
- Identify at least five ways that selected facilities changed from the traditional nursing home model to a neighborhood, cluster model

Providers have often expressed fear that potential OBRA deficiencies are a barrier to implementation of culture change. Come to this session for the opportunity to explore regulations and culture change directly with an experienced regulator. Discover how the state of Kansas used federal and state regulations to support providers in their culture change initiative. Discussion will include changes in staffing, operations and physical environments.

Patricia Maben, Director, Long Term Care Division, Kansas Department On Aging, Topeka, KS

Culture Change: It’s Not Just About Nursing Homes
Concurrent Session B17 (“Home” Track)
2:45 to 4:15 p.m. in Cottonwood 1 (H)

Session Level: Advanced

Participants will be able to:

- Identify how culture change applies to home and community-based service settings.
- Compare “old” AAA culture versus “new” AAA culture.
- Identify the actual process used by multiple AAA in Pittsburgh to apply Pioneer values and principles to home and community-based services

While the message of culture change has rapidly spread to residential settings, this session will explore a different path: the application of culture change in home and community-based settings. Come and learn how Pioneer values and principles are being applied by



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area agencies on aging (AAA) participating in a south-western Pennsylvania regional culture change project.

Mary Anne Kelly, Executive Director, SWPPA, Partnership for Aging, Cranberry, PA

R. Brandon James, Director, Beaver County Office on Aging, Beaver Falls, PA

Finding the “Home” in the Institution
Concurrent Session B18 (“Home” Track)
2:45 to 4:15 p.m. in Leatherwood 3 (H)

Session Level: Advanced

Participants will be able to:

- Identify public and private domains typical in traditional nursing home architecture and provide a comparison to residential living and common housing types.
- Explain the interrelationships between the environmental, social, and organizational milieus in changing the cultures of nursing home care.
- Identify multiple ways to remodel the environment to create home.

Efforts to improve institutional settings by creating a “home” environment are not new. Research, however, has indicated that while there have been significant improvements related to amenity levels of many nursing homes, the underlying assumptions about design remain unchallenged. This presentation features innovative skilled health care designs that highlight changes in the physical environment as well as patterns of staff behavior. Join us to learn how you too can create a home environment.

Migette Kaup, Assistant Professor, Kansas State University, Manhattan, KS

Building a Leadership Culture Concurrent Session B19 (“Leadership” Track)

2:45 to 4:15 p.m. in Cottonwood 2 (H)

Session Level: Getting Started

Participants will be able to:

- Design a personal “be the first to trust” assessment method for self and organization.
- Assess personal areas of collaboration to identify developmental needs.
- Conduct a collaboration audit of the organization to identify areas of focus.

As trust is the central issue in human relationships, it is also the most significant prediction of individuals’ satisfaction within organizations. An organizational foundation of trust, which frees employees to commit, innovate and contribute, must be laid by leaders. Within trusting environments, collaboration is the critical competency for achieving and sustaining high performance. World-class performance is not possible without a strong foundation on which bonds of shared creation and interdependent responsibility can be anchored.

Monte Coffman, Executive Director, Windsor Place, Coffeyville, KS

Raymond Frost, Human Resources Director, Windsor Place, Coffeyville, KS

Break

4:15 to 4:30 p.m. in the Emerald City Resource Center on the Courtyard Level (CC)

What’s “In the Way” of Culture Change? Concurrent Session C-11 (“Heart” Track)

4:30 to 6:00 p.m. in Rooms 4-5 (CC)

Session Level: Getting Started

Participants will be able to:

- Identify ways to overcome staff resistance to change.
- Explain how to use existing staff differently to support culture change.
- Explain at least five ways that culture change is a solution to long-standing challenges plaguing nursing homes.

There is no question that deep system change can be daunting. This workshop will discuss perceived barriers to culture change including staff resistance, regulations, insufficient staffing, and budgetary limitations. Learn how culture change can be the solution to these barriers that exist in most organizations with or without a change initiative.

Eric Haider, CEO, Crestview Nursing Home, Bethany, MO

Throw out the Activity Calendar to Create a Vibrant, Healthy Home Concurrent Session C12 (“Heart” Track)

4:30 to 6:00 p.m. in Leatherwood 3 (H)

Session Level: Advanced

Participants will be able to:

- Explain the difference between a traditional activities model and a community life model.
- Identify at least three ways to transition from a traditional activities model to one of community life.
- Explain the importance of the admissions/ orientation processes, and neighborhood teams to the successful transformation of community life.

One key to true systems change in a nursing home is altering what happens there during the course of a day to reflect the character, preferences, and talents of those who live and work there. In a private home, every family member contributes to the routine and rhythm of their home, and so it should be in a nursing home. This workshop explores the transformation of

traditional activities calendars and staff roles into a vibrant community where everyone contributes. Discussion includes job restructuring and implementation of neighborhood teams.

Carol Tschop, Chairman, AGE Institute Holdings, Inc., Chambersburg, PA

Allison Lantieri, Director of Relationship Development and Creative Services, Institute for Caregiver Education, West Coast Office, Las Vegas, NV

Technology for all Ages (And for all Budgets)
Concurrent Session C13 (“Brain” Track)
4:30 to 6:00 p.m. in Cottonwood 3 (H)

Session Level: Getting Started

Participants will be able to:

- Explain how adaptive technologies can make the computer experience possible for all elders, regardless of any physical or cognitive disabilities.
- Identify how to afford technology with existing financial limitations.
- Identify creative ways to get a technology program funded.

This interactive session demonstrates adaptive technologies that benefit ALL residents, regardless of any physical or cognitive disabilities. Come and see first-hand how residents’ lives (and their families) have changed because of the introduction of computers into the nursing home world. Discussion includes the dos and don’ts of setting up resident computer labs, and ways to make the programs work regardless of budget. This will be a fun, interactive session with no technical expertise required!

Jack York, Founder, It’s Never 2 Late, Englewood, CO

Nancy Schwalm, Director of Business Management, Pinon Management, Denver, CO

“In the Moment” Staff Training
Concurrent Session C14 (“Brain” Track)
4:30 to 6:00 p.m. in Cottonwood 1 (H)

Session Level: Getting Started

Participants will be able to:

- Identify the benefits of creative and interactive training for adults and name at least three ways



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to improve their own training programs.

- Demonstrate the exercises and games shown in the session to their own staff.
- Learn how person-centered training leads to person-centered caring.

“In the Moment” is a fun and unique approach to staff training that uses creativity, theatre and improvisational games to engage staff in learning. While the focus is on persons living with dementia, the program has broader applications. Participants will be able to use this multi-faceted training program to meet many organizational needs including teamwork, flexibility, change, self-confidence and more.

Karen Stobbe, Project Director, In the Moment, Milwaukee Public Theatre, Milwaukee, WI



***Building a Hometown Community
in a CCRC
Concurrent Session C15 (“Courage” Track)***

4:30 to 6:00 p.m. in Room 2 (CC)

Session Level: Advanced

Participants will be able to:

- Define “community” and how members can be actively involved.
- Describe the organizational structures that facilitate community building at Larksfield Place.
- Identify specific examples of successful community building projects and programs.

This workshop highlights the journey of a Wichita, KS CCRC, Larksfield Place. Known to those who live and work there as a transformation to a “hometown community,” this home is finding ways for elders to thrive. Presenters will explain their definition of “community,” and how this organization is achieving its goals. Interactive discussion includes a program to help elders write and publish their life stories, a health and wellness center, a resource learning center, a movie theatre, an art gallery, employee, and a neighborhood model for individuals living with dementia.

Terryl Asla, Director of Resource Development, Larksfield Place Retirement Community, Wichita, KS

Valerie McGhee, Administrator, Larksfield Place Retirement Community, Wichita, KS

***Transforming the Culture of the Workplace:
It Takes More Courage Than You Think
Concurrent Session C16 (“Courage” Track)***

4:30 to 6:00 p.m. in Leatherwood 2 (H)

Session Level: Getting Started

Participants will be able to:

- Explain the importance of widespread staff participation in the culture change process.
- Identify six elements necessary to transform workplace culture.
- Explain outcomes associated with the six elements described in this workshop.

Leaders in cultural transformation must be ready to include staff as critical partners in the change process. This session explores six elements that organizations will need to build a better workplace culture. These are;

nurturing new staff, valuing the contribution of all workers, seeking input into redesign of workplace practices, recognizing and celebrating each person’s talents, supporting individual growth, and creating person-centered care teams. Successful programs will be highlighted that demonstrate application of each element.

Anna Ortigara, Vice President, Campaign for Culture Change, LifeServices Network, Hinsdale, IL

***Bathing Without a Battle
Concurrent Session C17 (“Home” Track)***

4:30 to 6:00 p.m. in Leatherwood 1 (H)

Session Level: Getting Started

Participants will be able to:

- Identify current approaches to bathing and why they cause resistance.
- Demonstrate at least two new methods for keeping persons clean without causing shame or post-traumatic reactions.
- Identify at least three research findings related to alternative methods of bathing.

When we bathe or shower, it is a pleasurable or at least comfortable experience. That is not true for many people living in nursing homes. This session will take a different look at resistance and aggression during bathing and reframe it as self-protective behavior. Practical strategies for bathing without a battle will be demonstrated, including many that do not require the person to get in the shower or tub. Substantive research findings that support the efficacy of these approaches will be discussed.

Joanne Rader, Associate Professor, Oregon Health Sciences University, Silverton, OR

***Speaking Up and Speaking Out-Giving
Elders a Voice in their Living Experience
Concurrent Session C18 (“Home” Track)***

4:30 to 6:00 p.m. in Room 1 (CC)

Session Level: Getting Started

Participants will be able to:

- Identify at least three strategies for providing residents with a voice in their own care.
- Identify at least one program that could be utilized within their own facility to give voice to residents.

- Explain elements of two programs that promote community appreciation for elders and awareness of culture change values.

This session will demonstrate the experience of providing residents with a voice in their own care and living experience. Participants will join in several innovative and fun programs that have been designed by speech therapists to promote expressive communication, meaningful involvement, dignity and quality of life. Additionally, these programs are a tool to community audiences to promote understanding and acceptance of elders. Participants will leave with ideas and inspiration for programs to promote communication and community awareness in their own organization.

Kelli Hawver, Director of Rehabilitation, Teresian House, Albany, NY

Eric Baumes, Teresian House, Albany, NY

Culture Change Leadership—Built to Last Concurrent Session C19 (“Leadership” Track)

4:30 to 6:00 p.m. in Cottonwood 2 (H)

Session Level: Getting Started

Participants will be able to:

- List three reasons to use behavioral assessment during times of deep change.
- Identify competencies that may be needed in their environment as they change their culture.
- Describe one or two tools that they can use to improve their hiring and selection process.

Assessment Centers were first designed for the United States by Harvard University to select double agents for the underground during World War II. Innovative companies later used this behavioral method also imbedded in many 360° tools for interviewing. This session shares techniques for simple job analyses to identify the skills needed in a culture changing facility; tools that can measure the extent these competencies are present in leadership; and learning strategies that are needed to grow people into these competencies.

Rich Newman, President, Pennybyrn at Maryfield, High Point, NC

LaVrene Norton, Executive Leader, Action Pact, Inc., Milwaukee, WI

Steve Shields, CEO, Meadowlark Hills, Manhattan, KS

“Taste of Kansas City” Dinner and Entertainment

6:00 to 9:00 p.m. in Ballroom ABC on the Upper Level (CC)

Even hard-working Pioneers need to party sometime! Join your colleagues for an evening of barbecue, hospitality and jazz music at a “Taste of Kansas City” event. Savor some of the area’s best smoked BBQ, sip a beverage from the cash bar, and enjoy a moving performance by Queen Bey, Kansas City’s Ambassador of Jazz. This diva’s special blend of jazz and blues will bring to mind legendary singers like Sarah Vaughn, Ella Fitzgerald and Dinah Washington. Every guest will have a chance to win fabulous door prizes!



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6:30 to 8:30 a.m. in the Sheraton Hotel Lobby and near Ballroom ABC in the Upper Level (CC). For a leisurely breakfast, the Sheraton Hotel's full-service restaurant is located in the rear of their lobby.

Registration Desk Open

7:00 a.m. to 5:00 p.m. in the Upper Level (CC)

Emerald City Resource Center and Book Store Open

7:00 a.m. to 5:00 p.m. in the Courtyard Level (CC)

Web Café and Information Desk Open

7:00 a.m. to 5:00 p.m. in the Upper Level (CC)

Quiet Room

8:00 a.m. to 5:00 p.m. in the Linden Room (H)

Person-Centered Approaches to the End-of-Life Experience

Concurrent Session D11 ("Heart" Track)

8:00 to 9:30 a.m. in Room 1 (CC)

Session Level: Advanced

Participants will be able to:

- Identify and challenge current industry practices and personal limiting beliefs in end-of-life care.
- Create shared visions for new environments and practices in end-of-life care.
- Learn how existing institutions can undergo culture change in practical, profitable ways.

In this transformative workshop participants will have the opportunity to shift limiting beliefs, revealing their deepest individual wishes for supportive environments in end-of-life situations. Through interactive exercises and multi-media presentation, we will explore approaches that typically exist today and compare them to a person-centered experience. Discussion includes the logistics of bringing transformative practices into existing institutions and educational and financial tools currently available.

Tarron Estes, President, Elderspa Innovations, Boulder, CO

Care Plans that Know Each Person

Concurrent Session D12 ("Heart" Track)
8:00 to 9:30 a.m. in Leatherwood 1 (H)

Session Level: Advanced

Participants will be able to:

- Recognize "old culture" words and phrases used in care planning and replace them with "new culture" words.
- Write care plans that balance personal happiness and quality of life with issues of health and safety.
- Identify care planning processes that are supportive of inclusion and flexibility.

Are you frustrated with your care planning process? Do your care plans contain words that only nurses understand? This session will overview a collaborative care planning process blending medical information with the resident's direction on all aspects of their living experience in the home. Learn how to create distinctive, compassionate and user-friendly care plans that genuinely know each person. The importance of supportive language will be highlighted.

Lynda Crandall, Chronic Disease Coordinator, Oregon Department of Human Resources, Seniors and People With Disabilities, Salem, OR

Tales from the Front: A Courageous Culture Change Journey

Concurrent Session D13 ("Brain" Track)

8:00 to 9:30 a.m. in Rooms 4-5 (CC)

Session Level: Advanced

Participants will be able to:

- Identify internal and external factors that challenge the culture change process.
- Identify key operational interventions to avoid regression to traditional care.
- Identify specific strategies and tools to successfully sustain culture change.

Bigfork Valley Communities in Bigfork, Minnesota followed the lead of the early Pioneers to transform its institution into a home. The positive outcomes were

more successful than Bigfork ever dreamed possible, but dangers presented themselves all along the journey. Threats, demons and pitfalls challenged their early success. Told through the shared experience of family and staff, hear the Bigfork story of challenges and courage to sustain their heart's desire of home.

Doris Schmidt, Director of Nursing, Bigfork Valley Communities, Bigfork, MN

Linda Bump, Director of Senior Services, Bigfork Valley, Bigfork, MN

Innovation in Long Term Care: What is the State of the Art?

Concurrent Session D14 ("Brain" Track)

8:00 to 9:30 a.m. in Cottonwood 1 (H)

Session Level: Advanced

Participants will be able to:

- Identify the types of innovations currently being conducted in facilities nationwide.
- Summarize the existing research evidence on these innovations.
- Share their additional innovations to add to the study.

The process of innovation begins with ideas that are implemented by individuals. Over time these new ideas are passed on, often by word of mouth. While this method is very useful in the early stages of change, broader acceptance by the practice community, funding sources, and skeptical consumers requires proof of effectiveness. This session will present the interim findings of a study, funded by the Retirement Research Foundation, of the available research evidence on "pragmatic innovations in long-term care."

Philip Sloane, Co-Director, Program on Aging, Disability, and Long-Term Care, Cecil G. Sheps Center for Health Services Research, University of North Carolina at Chapel Hill, NC

Sheryl Zimmerman, Associate Professor of Social Work and Public Health University North Carolina, Chapel Hill, NC

What it Takes to Be a Leader in this Brave New World

Concurrent Session D15 ("Courage" Track)

8:00 to 9:30 a.m. in Leatherwood 3 (H)

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Session Level: Getting Started

Participants will be able to:

- Compare their own leadership experiences to the experiences of others involved in similar work.
- Become aware of their personal leadership style and readiness for change through completing a questionnaire.
- Identify multiple leadership skills and strategies needed to support a cultural transformation.

Leaders need specific skills and strategies to make change work, including the courage to engage in a process of self-analysis. This session describes an ethnographic study of nursing home culture in three facilities and a series of interviews with long-term care chief executive officers. Are you and your organization ready for culture change and if not, what do you need to do to prepare yourself and your organization?

Marian Deutschman, Professor, Buffalo State University, Buffalo, NY

Paperwork, Paperwork, Paperwork!
Concurrent Session D16 (“Courage” Track)

8:00 to 9:30 a.m. in Room 2 (CC)

Session Level: Advanced

Participants will be able to:

- Explain the meaning of “resident directed care” as practiced in a neighborhood setting.
- Identify ways to measure quality of care and quality of life outcomes with minimal paperwork.
- Explain the impact of this documentation system on survey outcomes.

Is your building buried in meal monitor forms, I&O sheets, turn schedules, CNA charting sheets? Are your nurses frustrated with nagging CNAs to complete those forms? Could it really be possible to change from a paper trail medical model of nursing care to one with less obtrusive systems in a resident friendly setting? Discover a land of new systems where outcomes are used to measure intervention effectiveness, where the paper trail has been swept away!

Brenda Jennings, Neighborhood Coordinator,
Providence Mt. St. Vincent, Seattle, WA

Finding the Meanings of Home
Concurrent Session D17 (“Home” Track)

8:00 to 9:30 a.m. in Cottonwood 3 (H)

Session Level: Getting Started

Participants will be able to:

- Understand the array of definitions of the meaning of “home,” beyond a place where one lives.
- Compare how the meaning of home is expressed in the physical environment
- Learn how to connect physical expression and operational programming to create a cohesive sense of place that appeals to all community members

Home can be a place of comfort, of retreat, of connection to family and friends. It can be a casual, put-your-feet-up kind of place, or look like it came out of a glossy magazine. Some people want to retire to the “good life” and have all their needs catered to, while others want to continue to be productive. Come explore the meanings of home, for yourself and for your residents, and learn how to define the meaning of home that best suits your residents and organization.

Margaret P. Calkins, President, I.D.E.A.S.,
Inc., Kirtland, OH

◆ **Plenary 2: “Experiences of Home” (P02)**

10:00 to 11:30 a.m. in Ballroom ABC on the Upper Level (CC)

As we journey through the conference experience that began with the wisdom of Oz and our own passion about culture change, we now stop for conversation with elders whose wisdom and spirit will help us maneuver through the twists and turns of this challenging path we have chosen. How do our elders define “home” today? What are the critical elements for their quality of life and the journey? How do they live with their challenges and frailties? What is their vision for the new American culture of aging? Who is their “Wizard?” Discover the answers to these and other exciting questions with our special guests who include:

Walt Bodine, who describes himself as a “multi-media public nuisance,” has been a prominent figure in Kansas City journalism for many years. Mr. Bodine continues to host a morning radio program at KCUR in Kansas City, Missouri.

Captain Dave Harris, originally from Minneapolis, now lives in Boise, Idaho. Now retired, Dave was a pilot for Northwest Airlines for many years. Today, he is an Alzheimer’s advocate for patients and families, teaching about the importance of living in the present.

William Keane, Director of Special Programs, Mather LifeWays Institute on Aging, Evanston, Illinois (Moderator)

We express our appreciation to all the homes and individuals who contributed to the montage.

**Baby Boomers and Their Idea of “Home”
Concurrent Session D18 (“Home” Track)**

8:00 to 9:30 a.m. in Leatherwood 2 (H)

Session Level: Advanced

Participants will be able to:

- Identify information that has been gathered regarding best practices relating to culture change for both elders and caretakers.
- Explain the experience of other nations in meeting the challenges of their elders (the U.S. having only the 26th eldest population on the planet) and what lessons we can learn.
- Identify multiple ways to maintain elders in their own homes.

What are the values that are central to the lives of those making decisions about entering a long-term care facility? What happens to these values when one enters a long-term care facility? Is it possible to continue to provide some or all of these values? These questions are the focus of a study funded by CMS. Come explore ideas and concepts that enables a person to stay at home with appropriate care for as long as possible and then move to a desirable home that can meet individual care and quality of life needs

Arthur Rashap, Director of Community Development, Jefferson Area Board for Aging, Charlottesville, VA

**Home Sweet Home—Sustainability!
Concurrent Session D19 (“Leadership”
Track)**

8:00 to 9:30 a.m. in Cottonwood 2 (H)

Session Level: Advanced

Participants will be able to:

- Identify ways leadership practices relate to sustainability.
- Learn methods to sustain change and transition.
- Discuss ways organizational structure relates to sustainability, effecting positive outcomes for the consumer and provider.

How do we sustain the New Culture we are creating and continue our successes on the journey? How can leadership succession and transitions be seamless in relation to the quality of life of the elder? What is the role of the board in these matters? This session will be an examination and frank discussion of our leadership

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practices regarding organization structure, human resources, and quality improvement to support sustainability.

Charlene Boyd, Administrator, Providence/Mt. St. Vincent, Seattle, WA

Break

9:30 to 10:00 a.m. in the Emerald City Resource Center on the Courtyard Level (CC)

Boxed Lunch Pick-Up

11:30 a.m. outside of Ballroom BC on the Upper Level (CC)

Learning Circle II and Lunch

11:45 a.m. to 12:30 p.m. in Ballroom ABC on the Upper Level (CC)

Break

12:30 to 1:00 p.m. in the Emerald City Resource Center on the Courtyard Level (CC)

Hope, Spirituality and the Human Spirit Concurrent Session E11 (“Heart” Track)

1:00 to 2:30 p.m. in Leatherwood 3 (H)

Session Level: Getting Started

Participants will be able to:

- Explain what hope is and is not in relationship to their own experiences.
- Explain the impact of hope on the human spirit.
- Identify four practical ways to keep hope alive in their work.

Hope is a powerful motivator to the human spirit. Keeping hope alive in the hearts of staff, residents and families establishes a foundation for a vibrant community. This session explains the meaning of hope and offers practical ways to nurture this in each person. Learn skills for listening to stories, building on internal resources, and supporting each other. Persons will interact by creating their individual images of hope and developing a “hope quilt” to share with the group.

Marty Richards, Social Worker, Port Townsend, WA

When Worlds Collide: Creating Culture Change Amid Class Challenges Concurrent Session E12 (“Heart” Track)

1:00 to 2:30 p.m. in Leatherwood 2 (H)

Session Level: Advanced

Participants will be able to:

- Identify differences associated with social class.
- Understand methods for teaching organizational middle class “rules” so that all members can be successful in the environment.
- Improve in their ability to “know each person.”

Nursing homes are a microcosm of society; the dynamics of social status are evident within the culture. While most organizations operate from middle class values, these values may be unfamiliar to many staff members. For leaders to help employees be successful, they must understand the values these members have known all their lives. This workshop will provide insights and applications for using the framework for understanding poverty in long-term settings.

Gayle Doll, PEAK project coordinator, Galichia Center on Aging, Kansas State University, Manhattan, KS

Making the Business Case For Culture Change

Concurrent Session E13 (“Brain” Track)

1:00 to 2:30 p.m. in Room 2 (CC)

Session Level: Getting Started

Participants will be able to:

- Equip providers with concepts, tools, and increased understanding of the interaction between culture change activities that focus on caregiver roles and elder involvement, and the business results of their endeavors.
- Prepare providers to make the business case for culture change, and to measure related operational results.
- Share a broader understanding of these interactions to assist regulators and funding organizations in identifying high quality initiatives that are sustainable.

This session will present business case factors from four perspectives: the long term care institution, the long term care administrator or leader, the caregivers, and government funding agencies and regulators. Participants will learn simple concepts to help administrators “make the case” for investing in effective culture change initiatives” to their boards or institutional leaders. Key measures of impact that are consistent with the goals of the culture change movement and which have significant importance to the business case will be introduced.

Lynn Spragens, Health Care Consultant, Spragens and Associates, LLC, Durham, NC

Research: The Pathway to Documenting Evidence-Based Outcomes Concurrent Session E14 (“Brain” Track)

1:00 to 2:30 p.m. in Cottonwood 1 (H)

Session Level: Getting Started

Participants will be able to:

- Explain the basic elements of the research process, emphasizing important links between data and practice.
- Identify real examples of research efforts that highlight ease of use, cost effectiveness, and practicality.

- Understand the importance of coordinating regional and industry-wide research efforts that promote enduring culture change.

An expert panel will demystify the research process and highlight ways that research can be used to foster culture change. Participants will learn specific techniques for implementation of basic research programs in their homes. The future of culture change research will be discussed, emphasizing the importance of industry-wide commitment to document successes. Overcoming research challenges such as costs, lack of expertise, lack of management commitment, and time pressures will be addressed.

Leslie Grant, Associate Professor and Director, Center for Aging Services Management, University of Minnesota, Minneapolis, MN

Douglas Olsen, Health Administration Program, University of Wisconsin-Eau Claire, Eau Claire, WI

V. Tellis-Nayak, Vice President of Research, My InnerView, Alexandria, VA

Richard Wiscott, President, Institute for Caregiver Education, Chambersburg, PA

Mary Tellis-Nayak, President/CEO, American College of Health Care Administrators, Alexandria, VA (Moderator)

Bringing Culture Change to a Multi-Home Organization

Concurrent Session E15 (“Courage” Track)

1:00 to 2:30 p.m. in Cottonwood 3 (H)

Session Level: Advanced

Participants will be able to:

- Identify at least three approaches to starting culture change in a multi-home organization.
- Explain at least three ways to involve residents, families and staff in the culture change process of a multi-home organization.
- Identify at least three milestones in the process of cultural transformation within these organizations.

Starting and sustaining cultural transformation in a large, multi-home organization has unique benefits and challenges. How can a large organization engage its constituency (residents, families, staff) in the process of change? How do you invite people to travel along the “yellow brick road” and implement new initiatives

and transform the organization’s culture? This panel discussion will include representatives from four multi-home organizations that have made the commitment to culture change.

Karen Morton, Vice President of Change Management, Apple Health Care, Avon, CT

Greg Wilcox, Vice President, Mission Effectiveness, Good Samaritan Society, Sioux Falls, SD

Carol Tschop, Chairman, Age Institute Holdings, Chambersburg, PA

Jeff Jereker, President/CEO, Pinon Management, Denver, CO

Julie Berndt, moderator, Spiritual Ministries Consultant, The Evangelical Lutheran Good Samaritan Society, Sioux Falls, South Dakota

Incremental vs. Deep System Change

Concurrent Session E16 (“Courage” Track)

1:00 to 2:30 p.m. in Leatherwood 1 (H)

Session Level: Advanced

Participants will be able to:

- Explain the Pioneer Network’s definition of culture change.
- Identify at least 3 ways that incremental change is different from deep system change.
- Determine their organization’s status in the journey toward culture change.

“Culture change” has become a widely used term in the nursing home community. How do you know when the home has made enough incremental changes to actually transform its culture? At what point has the transformation resulted in **deep** organizational change? This workshop will explore the value of incremental changes while distinguishing these improvements from an actual change in culture.

Paul Stein, Visiting Assistant Professor, Warner Graduate School of Education and Human Development, University of Rochester, Rochester, NY

Wendy Lustbader, Affiliate Assistant Professor, University of Washington, School of Social Work, Seattle, WA

**Creating a Live Oak Council of Elders:
A Community Development Vehicle for
Coming Home
Concurrent Session E17 (“Home” Track)**

1:00 to 2:30 p.m. in Rooms 4-5 (CC)

Session Level: Getting Started

Participants will be able to:

- Explain how the Live Oak Council of Elders is an important community development vehicle for culture change.
- Identify operational values underlying the Live Oak Council of Elders.
- Return home and take the first steps to initiating the Live Oak Council of Elders community development process in their setting

The Live Oak Council of Elders exemplifies *ritualized community meetings* that are sometimes joyful, sometimes difficult, and always real. The elders that participate transcend institutional/medical labels and bond with one another as an empowered community. This session is a dynamic learning experience that includes the

conceptual framework, introductory how-tos, and experiential demonstration. Attendees will return to their own organizations understanding the necessity of community building in cultural transformation.

Debora Barkan, Co-Director Live Oak Project, Elder Communities of Alameda, CA

Barry Barkan, Co-Director Live Oak Project, Elder Communities of Alameda, CA

**PACE: Staying Home as a Long Term
Care Option
Concurrent Session E18 (“Home” Track)**

1:00 to 2:30 p.m. in Room 1 (CC)

Session Level: Getting Started

Participants will be able to:

- Identify the basic elements of the PACE program that allow the PACE team, informal caregivers and the PACE participant to work together to help keep the person in their home.
- Explain what motivates providers to provide long term care differently

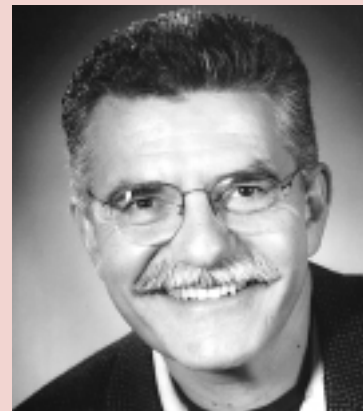
◆ **Plenary 3: “There’s No Place Like Home” (P03)**

3:00 to 4:30 p.m. in Ballroom ABC on the Upper Level (CC)

Home is more than a physical place—it is a place within our hearts. In this very moving closing ceremony, Francis Battisti will draw upon the collective understandings of “home” that were revealed throughout our time together. Like Dorothy, you have discovered that an almighty wizard is just a myth and the power for change actually lies within you and your very own pair of ruby slippers.

Participants will join with Francis in a Pioneer circle ensuring that each person leaves armed with new knowledge, renewed energy, and a commitment to build true home, wherever that may be.

Francis L. Battisti, CEO, Battisti Network and Professor of Psychology and Human Services at the State University of New York—Broome Community College Campus, Binghamton, NY.



FRANCIS L. BATTISTI

- Explain the value of relationships in a program like PACE.

PACE programs are built around the premise that there is no place like home. Discover how PACE programs use interdisciplinary teams, adult day settings, transportation and a financing system to enable elders with long term care needs to stay at home. This session will highlight Via Christi HOPE, Kansas's PACE Program, as an opportunity for individuals to maximize on aging in place. In addition, the national perspective on PACE as an approach to community-based services will be discussed.

Tayleene Galyon, Marketing Director, Via Christi HOPE, Wichita, KS

Robert Greenwood, Vice President Public Affairs, National PACE Association, Alexandria, VA

Moving Out: Building the Movement Concurrent Session E19 ("Leadership" Track)

1:00 to 2:30 p.m. in Cottonwood 2 (H)

Session Level: Advanced

Participants will be able to:

- Define the meaning of "deep system change."
- Identify opportunities to become a leader in the "culture change movement."
- Learn from experienced Pioneers about key external resources and supports for moving out into broader contexts.

The third loop in the journey is the deeper system change that we want for America and how we participate in our external communities to effect that. What does it mean to be a leader in the "culture change movement" and how do we define our role? What coalitions and networks will we need in the process? This session will bring our leadership development plan into focus through the journeys and advice of experienced Pioneers.

William Keane, Director of Special Programs, Mather LifeWays Institute on Aging, Evanston, IL

William H. Thomas, Founder and President, The Eden Alternative, Sherburne, NY

Break

2:30 to 3:00 p.m. in the Emerald City Resource Center on the Courtyard Level (CC)

Saturday, August 7, 2004



Post-Conference Home Site Visits

8:00 a.m. to 4:30 p.m.— Buses will leave promptly at 8:00 a.m. from the Sheraton Hotel, Lower Level at the 110th Street entrance. Buses have restroom facilities. Coffee will be available.

Crestview Home (S3C)

Located two hours away in Bethany, Missouri, Crestview Home is pioneering a person-centered approach they call The "Ideal Nursing Home." Low staff turnover, near-perfect scores on state surveys and waiting lists for people who want to live and work there are just the beginning. Crestview's commonsense philosophy is to throw out the rigid schedule and rulebook that treat residents like objects and provide them with the opportunity to have a life full of choice and self-direction.

Meadowlark Hills (S3M)

Located two hours away in Manhattan, Kansas, Meadowlark Hills is a non-profit retirement community that is making sweeping changes to become resident-directed. Join us for a visit and learn how a large, sterile institution has been transformed into warm households. Hear how self-directed work teams are building friendships and community with residents and family members. See how elders are exerting their new-found freedom. Feel the difference as you experience the sanctity of the household at Meadowlark Hills.



**Thanks for coming!
Have a safe trip home!**

*And remember,
never let those ruby slippers
off your feet for a moment!*



The Pioneer Network would like to acknowledge and thank the following sponsors for their very generous support of the 2004 Pioneer Network Conference.

Title Sponsor

The Rothschild Foundation

The Rothschild Foundation is a private philanthropy based in Chicago. It was created under the will of Hulda Bloom Rothschild, and came into being at her passing in 1980. Hulda Rothschild lived to the wonderful age of 102, and was always concerned about the needs of older adults in her community. Therefore, the Foundation has a primary interest in improving the quality of life for elders around the country, and especially in the Chicago metropolitan area. The Foundation currently sponsors two complimentary programs:

National Long Term Care Program. This Program is designed to increase the availability and effectiveness of comprehensive support for elders in long term care institutions. Currently, the Foundation is supporting the development of alternative long term care programs and built environment designs.

Chicago Cultural Program. To improve the quality of residential care, the Foundation provides grants to a large number of performing arts organizations in Chicago, in order to enable them to deliver performances in Chicago nursing homes. Support is also provided to institutions experimenting with horticulture as a means of enriching the built environment.

Pioneer Sponsor

Retirement Research Foundation

The Retirement Research Foundation, based in Chicago, is the nation's largest private foundation exclusively devoted to aging and retirement issues. It makes approximately \$7 million in grants each year to support programs, research and public policy studies to improve the quality of life older Americans. Its assets totaled \$160 million in 2003.

Established in the 1950s and endowed in 1978 by the late John D. MacArthur, the Foundation supports a range of programs and special initiatives designed to:

- Enable older adults to live at home or in residential settings that facilitate independent living
- Improve the quality of care at nursing homes
- Offer new and expanded employment and volunteer opportunities for older persons
- Support selected basic, applied and policy research that seeks causes and solutions to significant problems of the aged
- Increase the number of professionals and paraprofessionals adequately prepared to serve the elderly through selected education and training initiatives

Major Sponsor

Evangelical Lutheran Good Samaritan Society

As the nation's largest not-for-profit long-term care organization, the Evangelical Lutheran Good Samaritan Society's mission is to share God's Love in word and deed by providing shelter and supportive services to older persons and others in need, believing that "In Christ's Love, Everyone Is Someone." Our vision is to provide Christ-centered leadership in the evolving field of integrated care and senior housing by being the place in which staff is prepared and recognized for providing the fullest possible life for residents in the community.

Gold Sponsor

Providence Health System Senior and Community Services, Washington Region

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Network, Rochester, New York

Nicolle Heller, Director, Communications and
Marketing, Chicago, Illinois

“There’s No Place Like Home” Planning Committee

The Pioneer Network would like to thank the following members of the Fifth National Pioneer Network Conference Planning Committee for their creativity and energy. Thanks to their tireless efforts, we have made it over the rainbow!

Anita Tesh, Associate professor, University of North Carolina, Greensboro, North Carolina

Anna Ortigara, Vice President, Campaign for Culture Change, Life Services Network, Hinsdale, Illinois

Barry Barkan, Co-Director Live Oak Project, Elder Communities of Alameda, California

Bill Keane, Director of Special Programs, Mather LifeWays Institute on Aging, Evanston, Illinois

Bill McDaniel, Director, Nursing Home Program, Kansas Department on Aging, Topeka, Kansas

Carmen Bowman, Culture Change Consultant, Edu-Catering: Catering Education for Compliance and Culture Change, Lakewood, Colorado

Carol Tschop, Chairman, AGE Institute Holdings, Inc. Chambersburg, Pennsylvania

Charlene Boyd, Administrator, Providence Mount St. Vincent, Seattle, Washington

David Green, President & CEO, Evergreen Retirement Community, Oshkosh, Wisconsin

Debra Harmon Zehr, Vice President, Kansas Association of Homes and Services for the Aging, Topeka, Kansas

Diane Atchinson, President, DPA Associates, Inc., Kansas City, Missouri

Diane Dixon, Managing Principal, Diane Dixon and Associates, LLC., Columbia, Maryland

Eric Haider, CEO, Ideal Nursing Home Inc., Bethany, Missouri

Gayle Doll, PEAK project coordinator, Galichia Center on Aging, Kansas State University, Manhattan, Kansas

Hilda Thompson, Director of Volunteer Services and Recreation, Fairport Baptist Homes, Fairport, New York

Jeanne Heid-Grubman, Director of Education and Outreach, Alzheimer’s Association, Chicago, Illinois

JoAnn Arcarese, Executive Assistant, Pioneer Network, Rochester, New York

Joanne Rader, Associate Professor, Oregon Health Sciences University, Silverton, Oregon

Judy Bagby, Nurse Education Coordinator with Midwest Health Consulting, Topeka, Kansas

Julie Berndt, Spiritual Ministries Consultant, The Evangelical Lutheran Good Samaritan Society, Sioux Falls, South Dakota

Julie M. Jones, Catholic Health Care Association, St. Louis, Missouri

Larry Tice, Administrative Assistant, Kansas Adult Care Executives, Topeka, Kansas

LaVrene Norton, Executive Leader, Action Pact, Inc., Milwaukee, Wisconsin

Loretta J. Seidl, Director Professional Development, Kansas Association Homes and Services for the Aging, Topeka, Kansas

Linda MowBray, Education Director, Kansas Health Care Association, Topeka, Kansas

Maggie Calkins, President, I.D.E.A.S., Inc., Kirtland, Ohio

Mary Anne Kelly, Executive Director, Southwestern Pennsylvania Partnership for Aging, Partnership for Aging, Cranberry, Pennsylvania

Mary Beth Hardy, Principal, Partners In Aging, Clarendon Hills, Illinois

Mary Jane Koren, Senior Program Officer, The Commonwealth Fund, New York, New York

Mary Tellis-Nayak, President, American College of Health Care Administrators, Alexandria, Virginia

Megan Hannan, Trainer/Consultant, Action Pact, Columbia, Missouri

Monte Coffman, Executive Director, Windsor Place, Coffeyville, Kansas

Nancy Zweibel, Senior Program Officer, Retirement Research Foundation, Chicago, Illinois

Neyna Johnson, Deputy State Long Term Care Ombudsman, Illinois Dept on Aging, Springfield, Illinois

Nicolle Heller, Director Marketing and Communications, Pioneer Network, Chicago, Illinois

Phyllis Kelly, Executive Director, Kansas Adult Care Executives, Topeka, Kansas

Robert N. Mayer, President, The Rothschild Foundation, Chicago, Illinois

Rose Marie Fagan, Executive Director, Pioneer Network, Rochester, New York

Sr. Pauline Brecanier, Administrator, Teresian House, Albany, New York

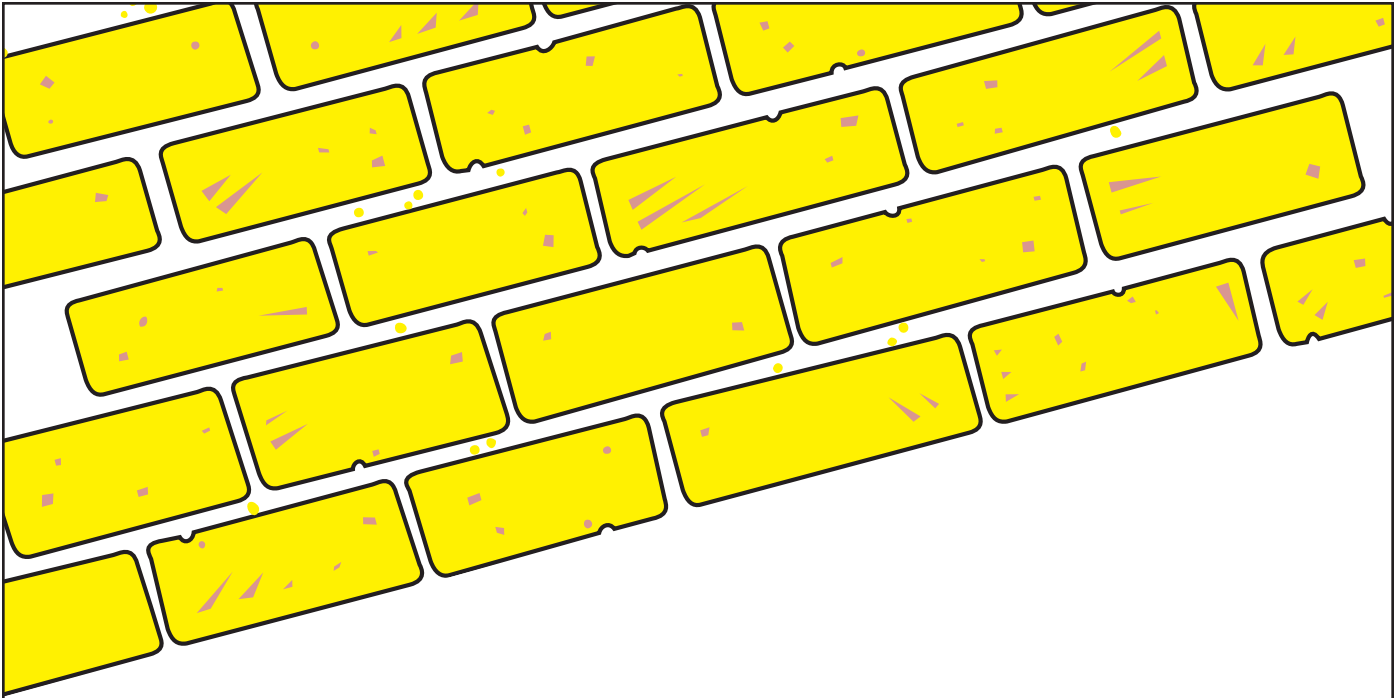
Steve Shields, CEO, Meadowlark Hills, Manhattan, Kansas

Sue Misiorski, Organizational Culture Change Specialist, Paraprofessional Health Care Institute, New Boston, New Hampshire

Ted Atchinson, Vice-President, DPA Associates, Inc., Kansas City, Missouri

Wendy Lustbader, Affiliate Assistant Professor, University of Washington, School of Social Work

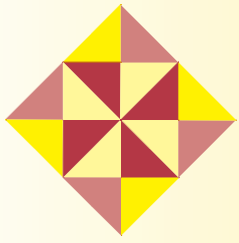
William Reynolds, Public Service Professor, University at Albany, Albany, New York



How to Stay on the Yellow Brick Road

Just because the conference is over, it doesn't mean you have to leave your ruby slippers behind! Here are 10 ideas to help you stay on the Yellow Brick Road once you get home.

- 1** Visit the Pioneer Network's web site, www.PioneerNetwork.net, to read about others on the journey and to keep current on culture change events. Join the Pioneer Network listserv, shop in the online store and submit your own "Champions of Change" story.
- 2** Stay connected to the people you met at the conference through e-mail, phone calls or visits.
- 3** Visit homes that are on the journey in your area and elsewhere to see what culture change looks and feels like.
- 4** Go back to your community and find kindred spirits who want to bring real change to your home. Work together!
- 5** Work on your own personal journey, attitudes and behaviors.
- 6** Host a seminar or conference on culture change.
- 7** Join a coalition.
- 8** Write an article.
- 9** Do an in-service training for staff on culture change—use the Pioneer Network's new "Getting Started" handbook as a guide.
- 10** Read books and articles on organizational change.



Pioneer Network

New Tools for Pioneers

The Sanctity of Life and the Sacredness of Death

This new book tackles the challenging issues of death and dying. This resource follows Fairport Baptist Homes in New York as it re-examines and reshapes its practices around death and dying.

The roles of staff, family and neighbors are examined. Rituals, traditions and rules are challenged and new person-centered solutions are created.

This handy guide also includes practical tips and a simple bedside service that homes can use when gathering neighbors, family members and staff to say goodbye to their loved one.

List price: \$12.00

"Innovations in Quality of Life" Video

If you're hosting an in-service on culture change, bathing or person-centered care planning, this is the video for you!

Hear and see leaders of the Pioneer Network discuss the Network, its principles and approaches. Topics covered are: What is the Pioneer Network? What is culture change? What does a transformed culture look like? In addition to leaders describing their organization's own journey, person-centered care planning and new techniques in bathing are discussed and demonstrated. The concluding portion addresses how regulations and culture change can work together. This presentation was originally broadcast via satellite by CMS in 2002. VHS, 2 1/2 hrs

List Price: \$99

Staying Connected

The Pioneer Network web site, www.PioneerNetwork.net, has been redesigned with you in mind. The site now features a list serv, employment opportunities section, plus specific stories from those on the journey with contact information. You can now connect with a home 1,000 miles away!

The Pioneer Network site will continue to have its most popular features, including the message board, calendar of events and online store. The online store now accepts credit cards, which will make shopping even easier.

If you would like to share information about your organization's culture change journey with others, we encourage you to submit news, articles and calendar announcements—your input will help us all stay connected!

Get Ready, Get Set, Get Started!

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

This must-have manual explains a detailed process for the first phase of culture change your organization, and features 16 training modules that build commitment and understanding for a person-centered home. Its three-ring binder format makes it easy to share materials with staff.

List price: \$249.00

Special offer to conference participants:

Buy "Getting Started" by October 1, 2004 and receive the Pioneer Network's "Yellow," "Green" and "Red" Books FREE—a \$36 value! (Must include this coupon with order. For online orders, enter "Oz" in the shipping instructions box.)