



CREATING WITH CONFIDENCE

"The Green House Project supported us with everything, starting from conceptualization and budgeting, education and guidance through opening day and beyond. This is vital to ensure that our investment is designed to be successful."
—Marvin Plakut, CEO Episcopal Homes, St, Paul, MN

Making the move from a traditional medical model of care delivery to a more dynamic person-centered approach is a big step. To move forward in an efficient and cost-effective way, avoiding the pitfalls that can hamper the development and smooth operation of your new project, you'll need expert guidance, intensive education and ongoing support.

The Green House Project offers comprehensive technical assistance, education and resources for organizations making this journey.

Based on the experience and knowledge accumulated in over a decade, The Green House trademarked program provides everything your organization needs to be successful, saving you time and money, and taking the risk out of innovation. This document focuses on the three most intensive phases of the implementation "roadmap."

Financial Feasibility

The Green House Financial Feasibility Model (FFM) is a tool, specifically designed for Green House homes. It is based on the operating data and benchmarks of an organization and determines the financial viability of potential Green House projects.

To conduct a full analysis, an organization obtains and enters detailed information:

- **Development Costs**
- **Funding Sources**
- **Operating Expenses**
- **Projected Revenue**

The Green House Project team supports and guides the organization during this analysis process. Completion of the FFM results in the following:

- Profit and loss projections on a month-by-month basis for the first two years of Green House home operation and on an annual basis for the first ten years
- Identification of any funding gap or excess between estimated development costs and proposed funding sources
- The impact of operational factors such as payer mix, total number of elders served, wages, staffing levels, and raw food cost on the viability of the project
- Scenario Planning (ie. two vs three homes, dedicated rehabilitation home, 10 vs 12 elders) to compare and contrast the impact on the bottom line

“We treasured the guidance, education, and planning support while developing Green House homes.”

—Melissa Fortner, Vice President of Supportive Living,
Virginia Mennonite Retirement Community

Discovery

The Discovery phase focuses on architecture and design consultation, regulatory support, and introductory leadership and team development education. The Green House team supports organizations in the timing, planning and delivery of communication plans to introduce this initiative to key stakeholders including staff, board, visitors and elders. The Discovery phase culminates in a groundbreaking celebration.

Home Study

This initial engagement consists of onsite focus groups with stakeholders, leadership interviews and an environmental and care practice observation of the legacy home. The home study enables The Green House Project to determine a unique project timeline. Variables like proposed construction schedules, architectural design support, and organizational readiness for the culture change, will factor into the process.

- Leadership team receives an orientation to The Green House model and its core values
- Organizational review and analysis of strengths, opportunities and recommendations for Green House core value application

Architecture and Design Alignment

The Green House model meets and exceeds all life safety requirements. The goal of the Green House model is to restore elders to an environment that goes beyond “homelike” by creating a real home. This is accomplished by fundamentally changing architecture, organizational structure, and philosophy of care. A well-designed Green House home results in improved quality of life and care. Architecture and Design support from The Green House team includes:

- The Green House Design Manual consisting of guidelines and best practices
- Collaboration with a broad variety of stakeholders in a design workgroup
- Consultation with the architect to create a functional space that reflects the culture of the surrounding environment
- Review of the plans to ensure the design aligns with Green House core values and essential practices



Regulatory Review and Alignment

Organizational redesign creates real home, meaningful life and empowered staff while adhering to state and federal regulatory requirements. The Green House Project successfully partners with adopters to build strong relationships with and to educate regulators across the country.

- Create a memo of response to pertinent regulatory bodies describing how the model meets the letter and intent of the state regulatory requirements
- Provide support and advocacy to help the adopter achieve their organization's goal of implementing The Green House model
- Organize and attend meetings with the organization and state regulatory bodies to ensure a successful understanding of The Green House model

Peer Network Introduction

The Green House Peer Network is a community of organizations across the country that has committed to honor The Green House trademark, by upholding model integrity standards. The Peer Network serves as an invaluable channel for growing relationships, sharing successful practices and providing ongoing education to advance and sustain the integrity of the model.

- Attend The Green House Annual Meeting and Celebration to learn, network and push the envelope of what is possible in long term care
- Engage in policy work, thought leadership and ongoing research for improving long-term care

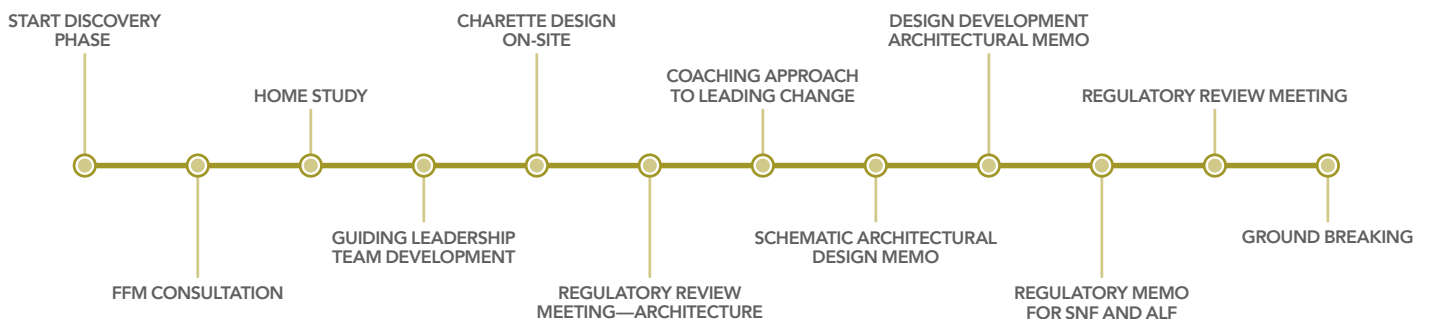
- Gain access to The Green House Project Peer Network website which includes downloadable tools and resources, and communication forums
- Participate in educational webinars, best practice sharing and peer to peer engagement

Leadership and Team Development

The shift to a highly dynamic person-centered model of service delivery requires expert guidance and intensive education. This kind of change goes to the very heart of how care is structured. The Green House educational process provides a frame in which individuals explore, practice, model and develop new perspectives about the organization's most basic cultural assumptions about care practices.

- Formation of a Guiding Leadership Team (GLT), which will provide the supporting and strategic energy throughout the implementation process
- Two day on-site educational workshop, "The Coaching Approach to Leading Change," gives leaders a framework for leading the process of successfully implementing the Green House model
- Participants gain knowledge, awareness, and/or skills in the following areas:
 - Leading the organization through a change process
 - Fundamental skills in a coaching-oriented approach to leadership and supervision
 - Leadership strategies for supporting the development of self-managed work teams

DISCOVERY PHASE



Creating Home

Beginning with ground breaking, this phase guides an organization to their grand opening celebration and the early days of Green House home operations. In addition to regulatory, architecture and design support, this phase focuses on education to achieve the deep culture change at the heart of The Green House model. Education is the key to protecting your investment!

The CORE Educator program, Coaching for Partnership Teacher Training, and Coaching Supervision are intensive education sessions that prepare staff to successfully implement and sustain The Green House model.

Workgroup Formation

Implementation of The Green House model requires a collaborative and participative approach. During the Discovery Phase, The Guiding Leadership Team (GLT) was formed to serve in a guiding and supporting role for the implementation process. In Creating Home an Implementation team and several workgroups are formed to provide opportunities for high engagement and shared decision making.

- The Implementation team is formed as the entity responsible for bringing The Green House homes to fruition, and may include members of the GLT. The Implementation team reports to the GLT. During this phase, this group will review the Project Implementation Plan, and the Education Overview.
- Workgroups are formed to inclusively carry out the implementation plan. The development of empowered workgroups begins the shift to an empowered staff, arguably the most important factor to creating deep organizational change.
- Green House team members facilitate phone calls to address workgroup topics throughout project implementation.

Organizational Systems, Practices and Procedures Consultation

Creating the structures that will govern how the home operates in a collaborative way is an important element of an empowered staff. In The Green House home, the policies and procedures reflect the core values and contain deep meaning for creating and managing a real home.

- Green House team members engage in phone calls with workgroups to guide their work of creating policies, procedures and systems that support the organization's coaching culture

Selection of Green House Educators

The Green House Educator serves as a vital force in the development and empowerment of The Green House team by delivering The Green House curricula. The Green House Educator is a mentor, role model and partner in the implementation and sustainability of the model.

- Green House team member supports the Guiding Leadership Team to choose a person(s) that will fill this position, and discuss their education and development plan.



Green House Education

Comprehensive education is essential when creating a deep and sustainable culture change. The Green House Project's innovative and proven education programs develop coaching leaders and empowered staff with the skills needed to embody the Green House core values to support and sustain the model. Over 200 hours of education and leadership programs fuel this transformation.

The Green House Educator Program

Week long, interactive program that provides the Educator with vital skills and prepares them to teach Core Team Education

- Taught at an existing Green House project to provide a living laboratory
- Builds strong communication skills and an understanding of GH principles
- Develop relationships with GH adopters from around the country

Core Team Education Mentoring

Core Team Education is the central Green House curriculum that provides full understanding of The Green House model, greater awareness of our core values and practices and how they influence decisions.

- Green House team member conducts mentoring phone calls with Educator before and after Core Team Training
- Green House team member provides onsite mentoring as Educator teaches the program

Coaching for Partnership Teacher Training

Green House Educators learn to teach the skills that develop strong working relationships between clinical professionals like nurses and direct care staff (Shahbazim). According to research, it is these relationships that are crucial to achieving and sustaining positive clinical and quality outcomes.

- Green House team engages in a preparatory phone call and webinar before and after the session
- In person class intended for skill development, teaching practice and relationship building
- Green House team member provides onsite mentoring as Educator teaches the program

Coaching Supervision

Interactive workshop for Guides and Directors of Nursing that teaches foundational skills crucial to developing a coaching culture at your organization.

- The Guide serves as supervisor, coach and teacher for the self-managed work team of Shahbazim
- Teaches four key coaching skills: Active Listening, Self-Management, Self-Awareness and Presenting the Problem
- Learn how to effectively coach both the self-managed work team and the clinical support team.

"I believe in Green House education, networking and learning from others. The support of The Green House team and The Peer Network has been essential. "

—Laura Voth, CEO, Mennonite Home Communities of Ohio

Grand Opening Marketing and Event Planning Consultation

Throughout the implementation process, it is vital to build awareness, generate excitement and gain support for the upcoming homes. The Green House team equips the organization to share Green House messages, photos and stories with key stakeholders, and engage them in the culture change process.

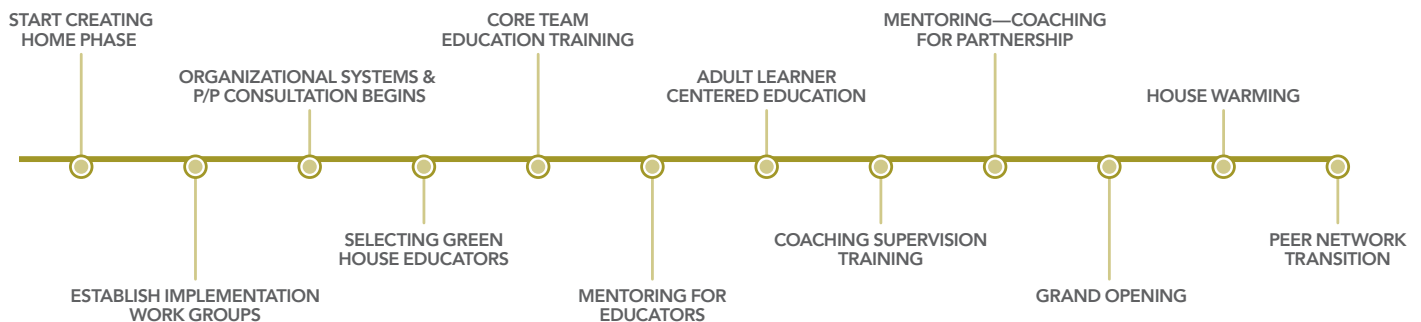
- Provide consultation, materials and best practices to support a successful marketing plan and Grand Opening celebration

House Warming Visit

The Green House team conducts an onsite visit after the organization has opened their homes. The purpose of this visit is to celebrate organizational successes and brainstorm ways to overcome challenges that will support long term model sustainability. A multi-stakeholder self-assessment benchmarks progress towards the actualization of The Green House values and practices.

- Introduce Communication Plan and Organizational Self-Assessment to support model integrity and sustainability
- On-site visit to conduct focus groups, leadership interviews, observations, and an education session with key stakeholders about sustaining the model
- Webinar to review strengths, opportunities and recommendations for the organization moving forward

CREATING HOME PHASE



“The Green House model has given us the framework to create a workplace where our staff feels empowered and they feel ownership of the home as well as the outcome of the care they provide. In The Green House home, the elders are doing what they want to do and have so much self-determination, and as a result, they have a wonderful quality of life.”

—Brenda Anderson, Guide, Legacy Village, Bentonville, AR



THE GREEN HOUSE PROJECT
caring homes for meaningful livesSM

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