

PEAK



2.0

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www.ksu.edu/aging/outreach/peak20

Notes From PEAK 2.0 Coordinator



Last weekend, I attended a conference with 350 other women where I personally took a hard look at myself. I left this conference completely inspired and ready to take on challenges and change some things about myself. I was energized, excited and hopeful.

Then, I went back to life. The inspiration I felt in the space of the weekend slowly faded and I realized that the changes and challenges I wanted to take on are going to take some significant effort and changing of habits. For a few days, I felt deflated and unmotivated. I had the idea that I could just walk in my front door and things would already be different. In some ways, they were different because I was different. However, the others in my life were the same. They did not experience what I had. I stepped back and realized I am only part of the picture and now I need to begin to lead others in my life to do and be different as well. There is no magic wand unfortunately, but I do have skills to influence those around me and I have started focusing on those skills.

I think this relates well to how it can feel for your PEAK team. The things you learn through your visits to other PEAK homes, trainings, and things you are learning on your own excite you. Then...you hit the reality of day-to-day life at work. Others do not share the excitement and passion for it that you do. You become discouraged. Do not fall into that trap! Instead, make a choice to be an influencer in your organization. Connect others to experience person-centered care in action. Inspire others with stories of what influenced you, why it influenced you and why you believe it could hold promise for your organization. You can make the difference!

Laci Cornelison

PEAK 2.0 Program Coordinator

Customer Service and Person-Centered Care: Not Synonymous

Stephanie Gfeller and Laci Cornelison attended the annual Pioneer Network Conference in Denver, Colorado in August. For those unfamiliar with The Pioneer Network, it is an organization known as being “pioneers in culture change and person-directed care”. The annual conference brings together leaders in culture change from across the nation. It is a great chance for the PEAK team to learn best practices and bring them back to Kansas providers.

One of the stand out voices at the conference was the new Chief Executive Officer of the Eden Alternative, Jill Vitale-Aussem. She has a background in hotel management and one of her sessions was solely on the difference between customer service and person-centered care. Her perspective on the issue is highlighted in the article below. This is such an important “pitfall” many homes fall into in an attempt to become person-centered. The Eden-Alternative also has many resources you can access if you are interested in learning more: <http://www.edenalt.org>

Reprinted in this newsletter from:

Senior Housing News

Why One Provider Thinks Hotel-Like Senior Living Falls Short

June 8, 2017 (published online: <https://seniorhousingnews.com/2017/06/08/one-provider-rejects-hotel-inspired-senior-living-models/>)

By Tim Regan

These days, it's not uncommon for senior living communities to open with bistros, movie theaters, yoga studios or other perks you might find at a nice hotel. But as some providers across the U.S. adopt high-end amenities and hotel-like customer service, are they losing sight of what's best for their residents? Maybe, says Jill Vitale-Aussem, COO at Cappella Living Solutions. Capella, which operates under parent organization Christian Living Communities, manages two communities in Colorado with three more on the way.

Vitale-Aussem's working theory is that leaning too heavily on resort-style features and operations can backfire on providers. Instead, senior living communities require a more "special approach."
"Hospitality is definitely important as a piece of the puzzle, but we need a modified approach so that we don't undermine purpose, community and independence," she says.

It takes a village, not a hotel

Hotels and resorts are centered on comfort, relaxation and worry-free living, but they don't reflect reality, Vitale-Aussem tells Senior Housing News. After all, people have arguments, get scared or anxious, fall ill and even die in senior living communities. Those facts of life shouldn't be swept under the rug to maintain the resort-style experience.

"I always wanted to think of my communities as these shiny happy perfect places like Disney," she explains. "But that's not how people function in the real world."

And giving your residents everything under the sun can actually do them more harm than good, Vitale-Aussem says. For instance, emphasizing customer service over independence can disempower residents by creating a "doing for" atmosphere, rather than giving them the chance to define their own lives.

"We need to look at ourselves as small villages versus resorts," she says. "The hospitality model teaches us that your problems shouldn't be your customer's problems, but the community approach says we're all in this together."

Creating a strong bond among residents can also help cut down on social cliques, bullying, ageism or ableism, all common problems in the senior living industry.

Still, it can be tough to foster these kind of relationships, especially when residents are used to hearing that the customer is always right. One way to get people working together is to "blur the lines" between employees and residents a little.

For example, instead of solving all of their residents' problems or fulfilling their requests, providers should simply give them the tools they need to work with neighbors and find a solution.

"When somebody brings you an idea, it's saying, would you like to volunteer to investigate this?" Vitale-Aussem explains.

Community makes unity

One example of what a community-led effort might look like can be found at Holly Creek, a Christian Living Communities continuing care retirement community (CCRC) in Denver. There, seniors collaborate on HCRK, a resident-run internal radio station that serves as a communication hub and social conduit.

Each week, residents program playlists, host radio shows and make announcements, says Holly Creek Senior Executive Director Jayne Keller. And they do it with very little assistance.

“The residents, who take shifts and schedule themselves, do all the announcements,” Keller says. “What’s on the menu, whose birthday is it, special announcements, things like that.”

At Clermont Park, another Christian Living Communities property in Denver, residents take part in something called “Clermont College.” The program invites residents, family members and staffers to teach and attend their own classes, which range in subject matter from “How to Create a Cupcake Masterpiece” to “Conservation and Invasive Species.”

Through collaborative efforts like these, residents come together to have fun and take ownership of something they are proud of.

“It’s the residents being in charge of their own lives and having that feeling you get when you’re part of making something happen,” Vitale-Aussem says.

You Spoke, We Listened: Round Tables and Check-In Calls

The most frequent feedback in last year’s PEAK experience survey was that homes at level one and two in the program felt they needed more contact from the PEAK team and upper level homes. What fantastic feedback! In response to this feedback, the PEAK team is offering two new resources targeted to level one and two homes.

In October, we have offered four Round Table events in four different locations across the state. Being the first time, we were open to shifting to the needs of the people attending. We received such positive feedback from the events that we plan to have them again next year. Attending participants were able to meet with members of the PEAK team and experts from upper level PEAK homes. They were able to bring their real life struggles and get immediate feedback on ways they might be able to overcome the challenges. Upper level homes described how their practices work and how they overcame challenges along the way. One of the most powerful parts of these events is that homes developed connections with one another and are planning follow up phone calls and visits to the upper level homes.

If you did not get a chance to attend, we are also reaching out to you. Betsy Pendleton, one of our student team members is calling all the level one and two homes throughout the next month to check in and see what your needs are. If you have any immediate questions, we encourage you to reach out to one of our team members or one of the upper level homes to talk through some of your current successes and challenges.

PEAK Team: <http://www.he.k-state.edu/aging/outreach/peak20/team.html>

Upper Level Homes: <http://www.he.k-state.edu/aging/outreach/peak20/homes.html>

Our goal is to serve you. Please let us know your needs. Email us at: ksucoa@gmail.com

I can do things you cannot. You can do things I cannot; together we can do great things. Mother Teresa

Leadership: A Necessity in Organizational Change

“Inspiring hope in a cynical world might be the most radical thing you can possibly do.” –Jacqueline Novogratz, founder of the non-profit Acumen

Two of our team members, Stephanie Gfeller and Laci Cornelison, were selected to participate in a yearlong leadership intensive. While learning everything possible about culture change and person-centered care is essential, other skills are necessary for success as well. Leadership is definitely one of those essential components of success. Long-term care is an ever-changing field, even with person-centered care implementation set aside. What if creating a strong culture of leadership around change did not just help your organization implement person-centered care but also thrive in an ever-changing field? In a TED talk, Jim Hemerling of the BCG group discusses the power of leading in an “era of constant change”.

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(A Summary)- TED Talk: 5 Ways to Lead in an Era of Constant Change

By: Jim Hemerling, BCG: The Boston Consulting Group

https://www.ted.com/talks/jim_hemerling_5_ways_to_lead_in_an_era_of_constant_change

Due to changes caused by globalization, changes & advances in technology and other factors, organizations are constantly forced to well...change.

Jim Hemerling, Senior Partner and Managing Director in The Boston Consulting Group’s People & Organization and Transformation Practices, calls this frenzy of change the era of “**always-on**” **transformation**, and he admits the fact that the process of transformation, when it comes to organizations, is exhausting and extremely stressful.

Leaders do not always manage change appropriately. Change is hard, but some actions can make it seem even harder. Quite often leaders wait too long to act, which is why things happen in a crisis mode, or why everyone focuses only on short-term, superficial results.

Taking into account all the existing obstacles, Hemerling raises awareness about the fact that organizations “need to focus on **five strategic imperatives**, all of which have one thing in common: putting people first.” **Inspire through purpose** – most transformations have financial and operational goals, but in order to motivate more broadly, Hemerling believes that the transformation needs to connect with a deeper sense of purpose.

Go all in – rather than just cutting costs, leaders and managers alike need to think about initiatives that will enable the organization to win in the medium term, initiatives that drive growth, actions that will fundamentally change the way the company operates, and finally, about investments to develop leadership and talent. **Make use of the appropriate capabilities** needed during the transformation period and beyond – real change requires different capabilities, different tools, different skills, different techniques. When transforming organizations, leaders need to be sure they are giving their people the skills and tools they need along the entire way.

Instill a culture of continuous learning – includes changes to strategy, the organization and its culture. **Adopt an inclusive leadership style** – a leader needs to have a vision, a clear road map with milestones, and then he needs to hold people accountable for results. In other words, the ideal leader needs to be directive and inclusive at the same time.

Jim Hemerling strongly believes that “we owe it to ourselves, to our organizations and to society more broadly to boldly transform our approach to transformation.” ***In order to do that, he says, “we need to start putting people first.”***

Summary written by Maria Juncu in *Performance Magazine*