



THE GREEN HOUSE PROJECT
caring homes for meaningful livesSM

CULTURAL TRANSFORMATION

THE GREEN HOUSE® Project (GHP) believes that all elders deserve to grow and thrive no matter where they reside, and that to impact lives in a meaningful way, it takes more than environmental change. To make meaningful change a reality, it is imperative to infuse the entire organization with optimal systems and structural changes that create a cohesive approach to elder-directed care. The Green House Project takes the risk out of innovation, by providing proven tools and expertise that brings a level of mastery to organizational change. Over the last decade The Green House model has led the way in evidence-based transformation, and is viewed as a differentiator that provides a competitive edge. *Provider Magazine* has called The Green House model the “pinnacle of culture change,” while *The New York Times* has hailed it as the “most comprehensive effort to reinvent the nursing home.”





“As we hired new staff for the Green Houses, we trained them side by side with the Legacy staff so everyone understood that the entire organization embraced a person-directed philosophy, which in turn enhanced our organization’s mission and values. Work location does not matter, all staff were empowered to speak up and contribute toward making the Legacy facility better”

—Darlene Hanley, Chief Executive Officer,
Morris Hall Meadows, New Jersey



The Value of The Green House Trademark

The first Green House homes opened in 2003 and today there are over 240 open and operating Green House homes with over 150 in development. In total, there are Green House homes open or in development in 32 states. With each iteration, the national initiative gains insight into best practices that ensure deep and sustainable change. A comprehensive cultural transformation shifts the beliefs, behaviors, and systems to ensure a lasting investment across an organizational system. It is more than simply a process from ‘this’ to ‘that’; a real transformation unleashes the best of what can be by accessing collective wisdom. Over the past 14 years, The Green House Project has come to be recognized as the leader of the movement to create a high-quality, cost-effective, human-scale alternative to the traditional nursing home. Studies of the Green House model have found that:

- Residents have a better quality of life and receive higher-quality care than residents in traditional nursing homes.
- Staff report higher job satisfaction and increased likelihood of remaining in their jobs.
- Family members are willing to drive farther and pay more to have access to a Green House home for a loved one.
- The Green House Project offers a road map to cultural transformation that has been refined over a decade of experience, and ensures a highly-differentiated result. In a wide variety of settings, this model is proving that the future of healthcare is here. Real Home, Meaningful Life, and Empowered Staff: these are the core values that drive and define change in Green House homes, creating quality outcomes, consumer demand and preferred partnerships in the healthcare system.

Distinguishing Characteristics of The Green House Project

There are five key factors that differentiate GHP, establishing our partners as national leader, and supporting the outcomes and brand reputation that makes this model a valuable investment:

- **Comprehensive Change:** The Green House model focuses on achieving comprehensive transformation by addressing the physical environment, philosophy of care and organizational design throughout the entire organization, thus creating deep and sustainable change. Andre Gide said, "Man cannot discover new oceans unless he has the courage to lose sight of the shore." Leading culture change requires a willingness to voyage into new territory that can feel nonlinear and daunting. With over fifteen years of experience, GHP is a trusted partner and guide to navigate the change process in organizational transformation.
- **Research:** The Green House model is the only culture change approach that has been subjected to rigorous scientific analysis since its inception. These studies—published in such respected journals as *The Journal of the American Geriatrics Society*, *Health Care Financing Review*, *Health Services Research* and the *Senior Housing and Care Journal*—have examined everything from the model's impact on the quality of life and quality of care of residents, to the model's impact on staff, and the model's financial viability. They provide compelling evidence of the model's benefits.
- **Project Management Support:** Because the model's essential elements have been well defined to produce results, The Green House Project has a specific "blueprint" that guides organizations through the process of creating homes in a complex and highly regulated healthcare environment. This approach is tailored to meet the unique needs of your organization, led by an experienced Project Guide. Along with expertise in finance, design, and construction, GHP's staff has extensive backgrounds in dementia, gerontology, long-term care, culture change, organizational development, leadership development and staff education; these experts provide critical coaching and support to organizations as they move from





traditional models of care delivery to more dynamic person-centered approaches. The leading-edge education equips everyone in the organization with the understanding, skills, and confidence to engage fully in the transformation process. While education is a significant strength of GHP, guiding an organization through a process of sustainable transformation is its core function.

- **Peer Network:** Through its Green House Peer Network, GHP offers organizations the opportunity to benefit from the experience of other Green House adopters and thought-leaders across the country, expanding the perspectives and resources available to organizations as they continue the culture change journey.
- **Model Enrichment Resource and Integrity Tool (MERIT):** GHP's online staff assessment tool measures the adherence to model elements in Green House homes and the application of the model elements in transforming traditional homes. Built upon the core elements of The Green House model (Meaningful Life, Real Home, and Empowered Staff), this assessment tool offers a comprehensive review of model fidelity within each Green House home as well as comparisons to all Green House adopters. Additionally, clinical and financial outcomes at Green House organizations are collected annually and cross-referenced with the model integrity data. The robust data collection system and sustainability tools, sets the Green House Project apart from other culture change organizations.

Re-energizing and Supporting Ongoing Cultural Transformation

The GHP cultural transformation process focuses on three components essential to achieving deep, sustainable culture change: beliefs, behaviors, and systems. Often, culture change initiatives focus on changing employee behaviors without addressing the beliefs that underlie those behaviors, and without making the deep system changes necessary to support a relationship-rich, elder-directed culture. By assessing

the underlying beliefs and behaviors, the GHP cultural transformation process creates a plan that optimizes existing strengths and results in an elder-directed, relationship-rich environment, whereby the systems sustain “slip resistant” change.



Cultural Transformation Process

GHP Process Phases:

The GHP Cultural Transformation process is built upon four process phases: Assessing, Aligning, Equipping and Sustaining. The phases build upon one another and are best seen as part of a fluid, transformative process. Work completed in one phase lays the ground work for future transformation. There will be times when the organization is simultaneously engaged in activities in more than one phase.

- **The Assessing Phase** identifies key financial, organizational, and clinical indicators necessary for true transformation. The GHP Assessing Phase utilizes an onsite organizational assessment and proprietary tools to understand an organization’s readiness for cultural transformation including experience with cultural change, leadership stability, and staff willingness.
- **The Aligning Phase** is intended to support the development and communication of a unified vision of cultural transformation for the organization rooted in the Green House core values. Working with the leadership team, GHP supports the organization in developing the systems and processes to support the vision. Drawing on the framework of the Green House core values GHP melds the physical design elements with progressive organizational practices to create sustainable systems for relationship-rich, elder-directed living.
- **The Equipping Phase** focuses on providing employees with tools, education, and resources to successfully implement the vision created in the aligning phase. A robust project management and education process equip the organization for cultural transformation.

“We decided to work with The Green House Project, because we appreciated the focus on empowerment. Two years ago, we conducted an employee satisfaction survey, and we scored in the lower quartile for employee satisfaction. We had high turnover, particularly with nurses. We hoped that through our legacy work with The Green House team, that there would be greater employee engagement, which would lead to more productivity and satisfaction. Now, only two years later, our employee engagement scores are in the 80th percentile among hundreds of peers and nurse turnover is trending downward. I believe that this has a lot to do with the development of workgroups in decision making. Of the 260 employees, 70 are involved with one of the workgroups, which is a testament to their belief in our legacy alignment process, and a belief that they are valued and make a difference.”

—Deb Reardanz, Chief Executive Officer,
Clark Lindsey, Illinois



- **The Sustaining** Phase deeply roots the change process into the organizational systems and practices to create slip-resistant change by creating systems for leadership and employee accountability while reinforcing the original organizational vision.



Assessing

- Cultural Transformation Tool
- Home Study
 - Stakeholder focus groups
 - Leadership Interviews
 - Observations
 - Stakeholder Education
 - Summary Report
- Financial Feasibility Modeling Consultation

Aligning

- Executive Leadership Visioning Retreat
- Coaching Approach to Leading Change Education
- Guiding Leadership Team Development and Support
- Implementation Team Development and Support
- Cultural Transformation Webinar Series and Applying the Core Values
- Architecture and Design Consultation
- Regulatory Consultation
- MERIT Staff Assessment & Organizational Outcome Assessment

Equipping

- Project Management Support
- Strategic Action Planning Retreat
- Workgroup Development/Support
- Leadership Development
 - Coaching Supervision
- Staff Education
 - Communication for Success
 - CORE Education
 - Coaching for Partnership
 - Role of the Nurse
- Education Mentoring
- Best Life Approach
- Marketing and Event Planning

Sustaining

- Project Management Support
- Coaching Boosters
- MERIT Staff Assessment – Annual Administration
- Peer Network Support
- Welcome Home Visit
- GHH Housewarming
 - Stakeholder Focus Groups
 - Observations
 - Stakeholder Education
 - Summary Report



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