



Society for the Advancement of Gerontological Environments



MISSION STATEMENT

To promote collaboration among health care and design professionals, government officials, residents, researchers, manufacturers and other interested individuals so that education, research, regulation and practice all result in appropriate environments for older adults.

SAGE is an organization that promotes networking and collaboration among individuals who are creating better environments for older adults. SAGE seeks common ground so that environmental issues can be discussed in a non-adversarial climate. SAGE is guided by a steering committee that reflects the diversity of interest and experiences of our constituent groups. Those involved with SAGE work primarily with existing groups and programs to build interdisciplinary partnerships.

8055 Chardon Road • Kirtland, Ohio 44094

Society for the Advancement of Gerontological Environments





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Volume 4, Issue 2

October 2004

Upcoming Events

Alzheimer's Disease International Conference

October 15-17, 2004, Kyoto, Japan

American Association of Homes and Services for the Aging Conference

October 25-28, 2004, Nashville, Tennessee

Toileting in Care Environments for the Elderly: A Multi-Disciplinary Examination of the Person, Process and Environment

Monday October 25, 10:15-12:15

Oshkosh B'Gosh Mate: New US and Australian Concepts of Community-Based Senior Living

Monday, October 25, 3:30-5:30

Mary Queen of Angels Assisted Living Community: A Post-Occupancy Evaluation

Tuesday, October 26, 10:15-12:15

SAGE Annual Meeting

Tuesday, October 26, 12:15-1:30

Visit us at the SAGE booth in the Design
Pavilion of the Exhibition Hall!

SAGE & SCRIPPS Gerontology Center Conference

Fall, 2005, Miami University of Ohio

Where Technology and Culture Change Meet

Participate in the 2005 DESIGN for Senior Environments Architectural Review

Submission forms due September 29

Presentation binders due November 10

Contact Donna Paglia at (216) 391-9100, ext.240
for more information, or visit the website:

<http://www.nursinghomesmagazine.com/DesignCenter.htm>

COMMENTS FROM THE PRESIDENT

Dear SAGE Members:

SAGE is moving into the digital age! Okay, it may not be as earth shattering as it sounds, but we are switching to an electronic email version of the newsletter. The next few editions will be both in paper and electronic form (.pdf). Once we have established a confirmed list of email addresses and distribution method, we will discontinue the print version. However, if you would like to continue receiving a paper copy, please drop us a line at info@SAGEFederation.org

The SAGE National Federation in conjunction with the Ohio chapter of SAGE, and the Scripps Gerontology Center at Miami University of Ohio are in the preliminary planning stages for a fall 2005 joint conference in Columbus, Ohio. The conference will have several educational tracks, including culture change, technology, and environment considerations in design for aging. We will be sponsoring a poster session for the display of student work related to design, technology and culture change. If you know of any outstanding student design or research projects, let us know! Updates and additional information will be provided in subsequent issues of the newsletter.

Have you marked your calendars for the AAHSA annual conference in Nashville, Tennessee, October 25-28, 2004? SAGE members will be involved in 3 presentations at the conference:

- (8-C) Mary, Queen of Angels Assisted Living Community: A Post Occupancy Evaluation (POE)
Sponsored by SAGE & AAHSA
- (5-B) Oshkosh B'Gosh Mate! New U.S. and Australian Concepts of Community-Based Senior Living.
- (3-A) Toileting in Care Environments for the Elderly: A Multi-Disciplinary Examination of the Person, Process and Environment.

In addition, it would be great to see you at our annual membership meeting, which is scheduled for Tuesday, October 26, 2004 from 12:15-1:30, directly following the SAGE POE presentation in Nashville.

Hope all is well and see you in Nashville!

Andrew Lee Alden

President, SAGE National Federation

STATE UPDATES

SAGE-Ohio continues to grow. We have found that holding the meetings on different campuses, touring the facilities, having a guest speaker and then the business meeting is a successful formula. Thanks for the idea, John Pace (SAGE-Utah). We are now in the process of seeking CEU approval for the site tour and speaker portion of these meetings.

April's meeting was hosted by Mick Feauto and Gretchen Vakiener of Friendship Village of Columbus. A tour of this campus was followed up with a presentation by Dr. Leopold Liss entitled "Falls & Dementia, A Quadruple Jeopardy". The four areas addressed by Dr. Liss were; aging, dementia, medication and architectural design.

In July we were hosted by Ann Marie Ladis at the marketing offices for Stoney Brook, a new C.C.R.C. being planned by Episcopal Retirement Homes. Following Ann Marie's presentation, Margaret Calkins, Ph.D. shared with us a "Design Lexicon" of information being developed relating to environments for people with dementia.

The focus of the meetings continues to remain on two more goals established for 2004; that of hosting a SAGE Day event for 2004 and of being the State host for the SAGE Federation National Conference in 2005.

SAGE-Ohio was accepted to present at this year's AOPHA Statewide Conference. The session was entitled "Identifying Trends in Senior Living Environments: A Retrospective of the Nursing Home Magazine/SAGE Design Competition". Presenters included Margaret Calkins, Ph.D.; IDEAS Consulting, Inc., Jane Dailey, AAHID; Weber Murphy Fox Architects, Jerry E. Maddox, AIA; Maddox-NBD Architecture and Mark A. Proffitt, Architectural Researcher; Dorsky Hodgson and Partners, Inc.

Our next regularly scheduled meeting is October 5, 2004.

For additional information please contact Jerry Maddox at maddoxj@maddoxnbd.com (800) 381-6757 or (614) 764-3800.

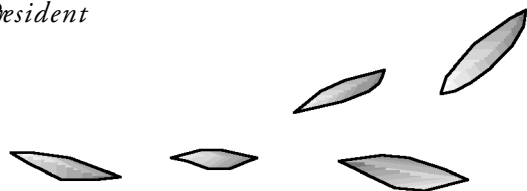
Through SAGE-OHIO we are making a difference.

SAGE-Kansas members have been busy with several activities. At the Pioneer Network Conference, SAGE Kansas member Migette Kaup gave a presentation titled "Finding the 'Home' in the Institution: Why Most Skilled Care Facilities Don't Feel Residential, and What We Can Do About It". This presentation dealt with how to identify public and private spaces and associated existing patterns of behavior that may or may not create the desired 'Home' experience. She also provided a strategy to help plan and prioritize changes to support 'Home' environments. At the same conference, Tom Montgomery presented 'Starting the Journey for Change: Creating a Supportive Environment by Engaging Users'. The focus of this presentation was to suggest a process where users can be involved early, gather input, create ownership and gain support for the project or effort. In addition SAGE-Kansas members will be in a panel discussion titled 'Physical Environments to Meet Changing Consumer Demands and Staff Needs' at KAHSA Fall Conference this October. This panel discussion will be in conjunction with representatives from a Kansas care provider.

Membership continues to grow and is very diverse. The Site Evaluation Team recently completed a post-occupancy review for Buhler Sunshine Homes in Buhler, Kansas. The team has assisted several care providers with brainstorming ideas for their respective facility improvements to assist with providing initial direction for physical changes.

At the next meeting we will outline our activities for 2005 including a SAGE Kansas Day. For more information contact Tom P. Montgomery (316) 265-9367, or tpmontgomery@gossenlivingston.com.

Thomas P. Montgomery, AIA
Vice President





SAGE

MEMBERSHIP FORM

Society for the Advancement of Gerontological Environments

SAGE MEMBERSHIP BENEFITS

- Networking opportunities for architects, designers administrators and regulators
- Peer-to-peer problem solving advice
- Discounts at SAGE conferences and educational events
- Newsletter
- Annual copy of the DESIGN issue of Nursing Homes Magazine

SAGE MEMBERSHIP: \$50/year Individual Membership

\$150/year Organization Membership *(up to 5 members)*

Name _____ Title _____

Organization _____

Address _____

City, State Zip _____

Phone _____ Fax _____

E-mail _____

MEMBERSHIP TYPE

Individual

New

Organization – *Please list up to 4 additional members below.*

Renewal

Name

Title

E-mail *(very important)*

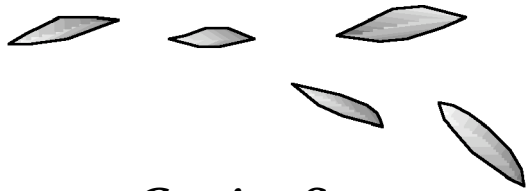
Send check or money order to:

SAGE • 8055 Chardon Road • Kirtland, Ohio 44094

Membership questions?

Contact: Suzanne Sandusky

440-256-1880 • info@SAGEFederation.org

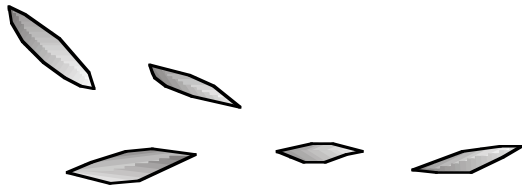


Coming Soon-

www.SAGEFederation.org

We are working on the SAGE website,
and hope to have it up and running shortly.

Please stop by and visit us!



Be Ahead of the Curve!



MEMBERSHIP

**SAGE Memberships run for
the calendar year. If you send in
your membership renewal for 2005,
you'll be ahead of curve!**

Membership form is provided on the back of this
newsletter. Thanks for your continued support.
The date of your last renewal is printed on the mailing label.

If you want to check your membership status,
please contact Suzanne Sansdusky
at 440-256-1880 or at info@SAGEFederation.org.

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Wisconsin Department of Health/Family Services



STATE UPDATES *continued*

SAGE -Utah

Submitted by Patricia Brown
Former SAGE-Utah Chairperson

As happens in most not-for-profit organizations, our chapter is going through a period of diminishing interest. We are struggling to retain the members we have had, and not having a lot of success in recruiting new members. We understand this has been a fairly common occurrence among other SAGE chapters and we are certainly open to ideas and suggestions from SAGE members in other areas who have been through this same dilemma.

We are currently re-organizing and changing leadership in an effort to stimulate new enthusiasm. Understanding that this organization is vitally important in raising awareness of the critical issues of gerontological design, I am confident that we will work through this difficulty and be actively planning new events and programs in the near future. Please contact John Pace at jpace@pacepollard.com or (801) 531-1133.

WISCONSIN
UTAH
KANSAS
OHIO



**Nursing Homes/Long Term Care
Management and the Society for the
Advancement of Gerontological
Environments (SAGE) announce**

DESIGN

FOR SENIOR ENVIRONMENTS 2005

a special showcase publication for architectural projects that have achieved exceptionally innovative design solutions in new or renovated environments designed for the aging.

***Have a new building? Creatively renovated?
Designed a better bathroom? If your built
environment creatively supports your residents
and staff, tell others about it.***

**Participate in the 9th Annual SAGE DESIGN review,
with Nursing Homes Magazine. To find out more, go to
<http://www.nursinghomesmagazine.com/DesignCenter.htm>
Hurry - Deadline is Approaching**

DESIGN for Senior Environments 2004, is the eighth edition in a series of long-term care and senior care design competitions cosponsored by Nursing Homes/Long Term Care Management and SAGE, the Society for the Advancement of Gerontological Environments.

The idea behind the DESIGN competitions is not simply to showcase the elite; it is to open up the world of senior care design for all to see, evaluate, and learn from.

WHAT CAN VISION DO FOR YOUR ORGANIZATION?

By Rifka Saltz

A clearly articulated vision – a compelling vision – can be the difference between a successful organization or team and one that isn't successful.

Think about something you want. Anything, from a simple culinary desire, like a juicy steak, to a relaxing vacation. The more detailed and articulated your vision, the more compelling it becomes. As you think about the juicy steak, for example, you visualize the thickness of the meat, the tenderness, the succulent flavor of the juice and the satisfaction you anticipate from eating it. Or the vacation, be it a beach, or a lake, or mountain retreat. The more you visualize it and the accompanying sun and mind and body relaxing, the more your desire for it grows.

So too with an organization. The more a vision is visualized, the more compelling that vision becomes.

Let's look at a long-term care facility for example. Many such organizations are undergoing "culture change." This shift focuses more attention on the needs of the residents and the need to create a more home-like environment. Sounds good, doesn't it? Well, implementing such a change is a major challenge.

What makes the change effort so challenging is that it requires a change in systems, often times in physical structure, and most importantly, in the way staff approach their work and their co-workers. Usually the change effort is met with a tremendous amount of resistance.

One thing that can greatly influence the acceptance for such change is a clearly defined vision. The more that every employee understands the vision and feels a connection to it, the greater the motivation to create it and make it happen.

Let's examine a typical unit or community in the long-term care facility. It consists of an interdisciplinary team, usually with well-defined roles based on function. However, to achieve culture change and provide residents with more individual attention, the lines between roles have to blur. Ancillary staff, such as therapeutic recreation workers and housekeepers, have to make themselves available to do tasks typically performed by the certified nursing assistants. They have to be willing to do tasks such as transporting residents, in some cases feed residents, and bus tables. And certified nursing assistants have to be willing to do a variety of recreational activities for the residents.

And it's not just staff whose roles have to change. Management has to shift their roles and duties also. In many cases they "lose" their staff to the newly created communities. They may no longer supervise employees. Their role becomes more of a consultant vs. a manager.

What will motivate staff to do tasks not typically included in their job descriptions?

What will motivate management to give up what they've worked so hard to achieve in their professional lives?

Only a compelling vision can propel people at all levels of the organization to change their behavior. When people perceive the future, they can work to create it.

The only way for an organizational change effort to gain the urgency and momentum it needs is to encourage employees to get involved in creating the vision.

Let's go back to our typical community in long-term care. When the staff is able to envision themselves working more directly with the residents, their job, regardless of what it is, becomes more satisfying. For example, the housekeeper is no longer just the person who sweeps and mops. The housekeeper is expected and invited to converse with the resident, or take the resident for a walk. Once staff understands that their primary role is to enrich the quality of life for residents, it ignites a spark of interest in their work.

WHAT CAN VISION DO FOR YOUR ORGANIZATION?

The vision of everyone contributing to a more personal relationship with the resident is compelling. It shifts the emphasis away from doing 'tasks' for the resident, to becoming involved in a meaningful relationship with the resident. People can bring more of themselves to their job. When they are involved in creating something new and meaningful, they are much more willing to experiment with doing things differently.

It is a similar process with management. If management can envision themselves as mentors, they too can have more direct involvement with the resident. The role can shift away from oversight of a specific discipline, and expand to engaging in meaningful relationship with the elders in a community. Without the need to be accountable for specific management tasks like conducting performance reviews and disciplining staff, management can be free to pursue more creative endeavors. They can direct energy into sharing their wealth of expertise with a greater number of people, all committed to enriching the life of residents.

Almost everyone cringes at the traditional image of people in nursing homes, lined up in the halls, staring out into space, silent or talking into the air. It's quite depressing. Contrast that with the sight of residents and staff working together as they go about the activities of daily life. With everyone focused on having quality relationships with the residents, people can tap into the satisfaction that comes from making a difference in someone's life. Suddenly the scene becomes less depressing.

In all cases it is the vision of what the future holds that motivates people to do things differently in the present.

For a vision to be powerful enough to motivate people to change, it has to be very clear and it has to be in the forefront of consciousness. An organization that talks about its vision occasionally at large scale meetings, will not be able to engender heartfelt support for it. An organization that stimulates employees to build a vision daily, positions itself for successful achievement.

In their monumental work, *The Leadership Challenge*, Kouzes and Posner talk about a manager at the UCLA mail department. That manager had a vision for his staff. He believed that each employee had talent and creative ideas. He also believed that the work of the mail department was vital to the lifeblood of UCLA. He began by talking about his vision, everywhere he went. He discussed it with his staff as well as with senior level management. He submitted a visual representation

of the vision in the form of a logo for the department. His results were highly successful. He achieved an increase in production with a decrease in staff.

There are specific things an organization can do to promote vision awareness and commitment.

- Clarify the vision, with as much detail as possible.
- Talk about the vision at every opportunity and at all levels.
- Encourage others to elaborate on the vision.
- Continuously reinforce why the vision is necessary and important.
- Create poster board representations of the vision and hang throughout the organization.
- Involve everyone in customizing the vision and refining it.
- Celebrate small steps in the path of achieving the vision. Recognition of the small steps that go into achieving the big picture helps people understand the vision.

Rifka Saltz is Organization Development Specialist at the Westchester Division of the Jewish Home and Hospital, and founder of Vision For Success, a training and coaching company. Rifka can be reached at rifka@vision-for-success.com

