2nd Annual Leadership Compendium

The Best Student Leadership Projects of 2003
Forward

We are pleased to be publishing our 2nd annual Leadership Compendium, highlighting the best student leadership projects of 2003. One growth area for our students during the practicum year is focused in their leadership and management development. Our program has a strong commitment to allowing students to gain management experience by taking on significant projects during their practicum, and they have the opportunity to implement and complete projects of their own choosing related to advancing internal and external operations, improving customer service, and engaging in the execution of innovative new ideas in the field of health care.

The history of our program over the past 28 years has reflected a positive and respectful relationship with all of our practicum sites. The Center for Health and Aging Services Excellence is committed to putting resources toward serving health and aging service organizations as valued partners as we all continue to “step up to the plate” to the challenge of educating young professionals in this field. It is our hope that you will not only be impressed with the caliber of projects our students are undertaking at your facilities, but may also be inspired to implement similar projects at your facility.

We are continuing to provide this document to our primary audience of participating practicum sites and students for use as a reference for current or future practicum students. This year we are also expanding our distribution to other colleagues and interested parties in the field as a potential tool to stimulate the ongoing exchange of ideas. We appreciate our ongoing relationship with the health and aging services field and our practicum partners as we continue to strive to meet the future leadership needs of this noble profession.

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Project Title: Chippewa Manor Website
Student: Leah Gabower
Preceptor: Karen Robinson
Practicum Site: Chippewa Manor

Introduction:

With the growing population of internet savvy consumers, the need for internet marketing is becoming increasingly critical. This project deals with various components of developing an internet website for a nursing home facility, which is becoming a critical part of a successful marketing plan for any organization.

Project Goals:

When Chippewa Manor switched internet and telephone companies, the original carrier somehow lost their website. As a result, the need existed to create a new website to market the facility and to provide up-to-date information for its consumers. Along with the creation of this website, a back-up disc would also be created to prevent future losses of the website. Furthermore, the author determined the need to register the web site with a web host, Chippewa Valley Online, and to register the site with some well-known search engines so that the website would be accessible to consumers. Once in existence, another goal will be to keep the website up-to-date with current information, by posting the monthly newsletter, for example.

Tasks Involved:

The author began the project by researching the internet for information relating to website creation. From here, the author determined that Microsoft Front Page would be the most efficient template to use for the creation of the facility's webpage. With some help from a UW-Eau Claire MIS graduate, the author compiled the facility's information and added it to various links within the Chippewa Manor website. Pictures were also added, and the author worked with the administrator to add a link to the facility's retirement center.

The website, http://www.Chippewamanor.com (Please see Appendix A), was then presented to the department heads for input and suggestions prior to being made available online. Once changes were made and the technical aspects of creating the website were complete, the author registered the website with a web host and with several search engines. At that point, the author discovered that there wasn't money budgeted to register the site with the more well-known search engines. As a result, the author found some free search engine sites to register the website with, but they did not prove to be useful in pulling the website up during a search.
Outcomes and Recommendations:

In light of the registration costs associated with certain search engines, one should consider establishing links on other related websites to increase traffic. For example, the state nursing home association's websites allow member facilities to include links to their websites as part of the facility listing. These and other organizations may provide cost effective mechanisms for greater visibility without exclusively relying on search engines for traffic.

Thorough preparation and technical knowledge are key to making this type of project succeed, from the beginning to the final stages of the project. This project was ultimately a success due to the fact that the website is up-to-date and can be promoted within the community. However, cost barriers should always be considered when working on a project such as this, especially considering the cost of registration with frequently used search engines.

Editor's Note:

Some of the fastest growing members of web seekers are 65 and older. We need to pay attention to this growing segment of customers, which include a large number of people who are significant decision makers in choosing health care facilities today. Furthermore, Administrators need to stay abreast with new developments in the senior service field.
Project Title: Development of a Palliative Care Unit
Student: Dinah Martin
Preceptor: Barb Rode
Practicum Site: Saint Therese

Introduction:

Palliative care is considered to be the in-patient model for quality that enhances comfort and provides compassionate care during the last stages of life for a patient and their family. At the heart of palliative care is the belief that the individual's choices and decisions regarding their last stage of life are tailored to their own needs and wishes, and that the family receives the necessary support to allow for this to happen. Creating an environment that is conducive to this goal is fundamental.

Project Goals:

Palliative care is a growing need among the elderly. Providing this service to a resident and their family in an existing unit of a nursing home eliminates the need to move the resident to a hospital or alternate location; therefore, it allows the individual to feel a greater sense of comfort and security. To allow for this to happen in a nursing home, there needs to be a calculated and coordinated plan to finance the project, train staff, establish committees for transition, develop policies and procedures, educate the community and family members, reinforce the organizational culture and market the Palliative Care Unit.

With full consideration of these operational necessities, the ultimate goal of this project was to create a unit that would support the individuals' right to die pain-free and with dignity, and that their families would have the education and support available to allow them to do so. Developing a palliative care unit is intended to result in an environment that supports a patient's unique emotional, physical and spiritual needs during the last stages of their life.

Tasks Involved:

The first task was to collect information on models of palliative care from other facilities that have implemented such programs. Working with a committee from Saint Therese that had recently returned from an informational meeting in Canada to learn about their model on palliative care, the author determined several areas of focus for the project to become a reality. First, the author worked with the facility's CFO to understand the financial aspects of the project (including the architectural and construction work) and to communicate with the Board of Directors. Second, committees were established in the areas of pain and symptom control, grief and bereavement, communications, policies and procedures, programming, education, and marketing. Lastly, the project came at a time when the State of Minnesota was experiencing a deficit, that prompted cuts focused on long-term care. As a result, it was determined that the State Moratorium would be an
avenue of payment in addition to active fundraising and grant-writing, in order to make the unit a reality.

The positive result of these tasks turned into the creation of a more comforting, home-like atmosphere once the palliative care unit was completed. The unit would include many of the comforts of home, including a family room where a resident's family would spend the night (please see planning document, Appendix B.) This room would provide access to e-mail, a television, fireplace, beautiful furniture, and a jukebox. Furthermore, personal touches such as photographs and a garden area would result in a less institutional and more comforting environment for the resident and their family during the last stages of life.

Outcomes and Recommendations:

It is crucial that residents in a palliative care unit are treated with respect while they are in the last stages of their life, and that their families are given the support they need while this is happening. The creation of this program allows for this to happen in an existing nursing home, eliminating the need for the resident to be transferred to another facility during this fragile time in their life. Upon completion of the physical environment's modifications, on-going education for the facility's staff, residents, and their families on the services provided in a palliative care unit will be essential to the program's continued success (please see Appendix C for newsletter communications.) Furthermore, before embarking upon any significant project such as this, particularly those involving significant financial costs, it is important to evaluate the demand and availability of alternatives within the community.

Editor's Note:

The health and aging services field is continuing to see a trend of increased specialization in residential environments. Palliative care units are one of the emerging trends in this phenomenon. The need for staff to change their attitudes and perspectives about the care process requires significant attention. This new perspective will be welcomed by residents and families of these types of units, but also will add value to the entire organizational culture.
Project Title: Gratitude Attitude  
Student: Jennifer Fredrickson  
Preceptor: Becky Busch  
Practicum Site: Barron Medical Center

Introduction:

Strong employee motivation is directly linked to high morale, which in turn positively impacts employee retention and an organization's bottom line. When staff are appreciated and recognized, you can expect motivation and productivity to remain high. The need to create a positive and enjoyable work environment is also key to fostering positive attitudes and high morale in any organization, particularly in a nursing facility.

Project Goals:

This project focused on creating a positive and fun work environment in an atmosphere that some employees could find to be difficult or stressful. By implementing Wisconsin Association of Homes and Services for the Aging's (WAHSA's) "Gratitude Attitude" program, the facility decided to incorporate fun, laughter and reward programs into the daily routine of the employees to boost their morale. The goal was to produce an atmosphere where the employees would be motivated to provide more high-quality care to the residents while having fun doing it. Each month would consist of a theme with activities that would be beneficial and rewarding to the staff.

Tasks Involved:

The author began this project by ordering the "Gratitude Attitude" kit from WAHSA, and by completing an assessment of the employees' current level of morale (Please see staff satisfaction survey, appendix D). When only 35% of the surveys were returned, this indicated a potential lack of employee interest to the author. At that point, the author began promoting the "Gratitude Attitude" program to the employees at the nursing facility by distributing a memo and by advertising the program on a bulletin board in the break room.

As the project grew and gained momentum, so did the interest of the employees. Although few employees joined the first month's activity that focused on conducting a resident interview in commemoration of Grandparent's Day, the Gratitude Attitude project soon gained popularity once the author accommodated for meeting times and offered rewards and tokens of appreciation for the employees' participation. For example, the author designed a "complementing" activity whereby each person had to write one positive thing about each person that they work with. These comments were compiled into a book and given to each person, and participants were enthusiastic about the experience. Another popular event was the motivational speaker who visited the facility to speak to the staff about self-esteem and stress management.
At the end of the program, the author reassessed the employees' morale levels. Although one of the departments invited to take part in "Gratitude Attitude" declined to participate, the survey return rate increased by 15% and the staff's overall level of happiness with their jobs had also improved (see staff satisfaction survey results, Appendix E.)

Outcomes and Recommendations:

The success of this program can be measured by the increased response rate and higher reported levels of job satisfaction. Although not all employees chose to participate in "Gratitude Attitude", the fact remains that people were increasingly interested in becoming active participants to pursue higher levels of satisfaction in their job. Reasons for non-participation should be closely examined to determine possible areas for incentive and improvement. Furthermore, feedback from the participants should be taken into account to make future modifications and improvements.

Editor's Note:

Human Resources are among the most valuable resources an organization possesses and as such strategies to cultivate a climate of appreciation and high morale among employees are paramount to the organization's success. An organization that displays an interest in the well-being of their employees can expect to benefit in numerous ways, including an enhanced work environment and positive human relations outcomes. This project demonstrates that organizations need not tackle these types of challenges on their own. Facilities can take advantage of resources provided by professional associations related to the industry by tailoring them to their own unique needs. Furthermore, projects involving direct employee involvement should avoid setting unreasonable expectations or promises that may not materialize. Well-intended projects that create unrealistic expectations could result in disappointment or employee resentment.
Project Title: Installation of a Satellite TV System
Student: Shanna Swanson
Preceptor: JoAnne Gilbertson
Practicum Site: Ebenezer Hall & Ebenezer Luther Hall

Introduction:

Creating an environment that is conducive to enriching the resident quality of life is a goal for many health and aging service organizations. Since quality of life can be defined in many different ways, there are several avenues that can be taken to enhance the lives of others. In the case of Ebenezer and Ebenezer Luther Hall, improving quality of life for the residents meant the creation of a more home-like setting. One specific initiative to achieve this goal was the installation of a new satellite television system. The program below illustrates an industrious approach to a seemingly simple problem in today's age of technology.

Project Goals:

The residents of Ebenezer Hall and Ebenezer Luther Hall had long been without an up-to-date television system. This is a problem in a number of long-term care facilities that were constructed prior to the growth and expected availability of wider access to expanded programs. The current system allowed residents to receive only eight local channels, with poor reception and clarity. Furthermore, not all residents had access to view the chapel channel. The goal of this project was to purchase and install an affordable satellite television system that would allow residents to view local channels with clarity, to have the Chapel Channel available in all rooms, and to have access to a number of popular satellite channels, such as the Discovery and History Channels.

Tasks Involved:

After meeting with the only local cable company that was able to service the facility due to local franchising agreements, it was determined that the cost to install cable service in the buildings would be too costly. Soon after, a site visit was arranged with two satellite television companies that specialized in providing satellite solutions for government, businesses, and private cable systems. Often, installing satellite systems through these companies can be half the cost of cable television. After a comparative analysis was completed, it was found that using one company would be more cost effective and could offer more services than their competitor (see Appendix F for Comparative Analysis.) However, the competing company was anxious to receive the business of Ebenezer Hall and Ebenezer Luther Hall. After negotiating with the sales and marketing representative, competing company agreed to extend the warranty and throw in a DVD and VCR player at no extra charge. This superceded the quote given to the facility by the competing company.

The next step in the process was to determine if residents would be willing to pay for satellite television, and if so, how much. A survey was drafted and given to the residents
to complete and return (see survey results, Appendix G). Most people polled at Ebenezer Luther Hall wanted the satellite TV and less than half of the residents at Ebenezer Hall wanted it. As a result, Ebenezer Luther Hall decided to install the satellite TV system, charging the residents $7.00/month with a signed contract for the services, while Ebenezer Hall decided to take another approach (such as alternate funding from their foundation) to pay for the services.

Outcomes and Recommendations:

The many roadblocks due to the franchising agreements of the local cable companies resulted in sometimes poor and lackluster television at the facility. Due to the globalization of satellite services the author was able to take an industrious approach to solve this problem, and a better quality of television viewing was brought to the residents at Ebenezer Hall and Ebenezer Luther Hall.

Another stumbling block to implementing this new system was funding, and the residents' desire and ability to pay for this service. Research and information gathering was thorough, with thoughtful consideration given to the resident's opinions. The project was a successful leadership experience for the author, who applied great ingenuity and consideration in solving the problems of the facility.

The success of this project underscores the importance using the buying power and economies of scale that can exist within the long-term care setting. By approaching the multiple providers of satellite service interested in competing for this large number of customers in one location, the facilities were able to maximize the benefit and value to the residents. This project could easily be a model for other facilities that desire to take a similar approach.

Editor's Note:

Continually looking for ways to improve the caring environment and services of an organization needs to be a regular event. Creativity and the pursuit of private funding will be the necessary partners in the future. When it comes to enhancing services, a more sophisticated consumer and advocate for families and residents will make it possible for certain services, such as enhanced television systems, to be mandated by the marketplace in the future.

It is also important to continually evaluate the needs and desires of the residents and their families as the demographics of the customers change. What might be considered luxuries or indulgencies to past or current resident may be necessities in the future. This will be particularly true as the baby boom generation begins to enter the long-term care delivery system, as this demographic group is far more assertive in voicing and having its demands recognized.
Project Title: Legislative Advocacy  
Student: Melissa Kerr  
Preceptor: Vicki Grant  
Practicum Site: Continental Manor

Introduction:

Legislators hear the views and concerns expressed by constituents, and legislation is often influenced by the number of constituents who contact their elected officials. Organizations most effective at influencing legislation are those with a consistent message and a number of supporters who make phone calls, write letters, send faxes, e-mails, and make personal visits. This project provides a foundation for those interested in becoming a legislative advocate for a long-term care facility.

Project Goals:

For this project, the author was motivated by the "aspiration to provide the highest quality of care to the people that I will work to serve." In order to do this, the author identified four major outcomes of this legislative advocacy project. First, the author would attend the WHCA Legislative Day to learn about how the state representatives, Secretary and Governor intended to manage Wisconsin's budget crisis and nursing home reimbursement issues. The second desired outcome would be to educate others on governmental topics and motive those people to take a stand and take action themselves. The last outcomes would be to gain membership in associations like WHCA to network with other long-term care activists and to gain insight on legislative advocacy issues.

Tasks Involved:

The author attended several WHCA meetings to learn more about legislative advocacy for long-term care facilities, and in turn, was rewarded with a valuable networking opportunity. After these meetings, the author was motivated to share the information that she learned and to use it as a force for advocacy. It was determined that a sister facility had led other successful government relations projects, so the author was able to work with visionary leaders from that facility to encourage residents and staff at Continental Manor to take a stand on issues in long-term care.

The author then wrote a form letter to Senator Scott Fitzgerald, explained it to the residents, and asked those who were interested to sign it. The author formed an e-mail campaign and encouraged the staff to contribute their comments and personal stories. Lastly, the therapy team faxed letters regarding Medicare therapy caps and the impending expiration of the moratorium that was in place at that time. Senator Fitzgerald's office did respond, which affirmed that the methods of communication that were being sent were being received and heard by someone.
Outcomes and Recommendations:

It is a simple fact that if you do not interact with your elected officials, the only opinion that will be heard is that of the opposition. It is important to stay informed on pending and new legislation that may affect your organization, and to stay involved by sending messages to your political leaders. Use the communication method that you are most comfortable with to communicate effectively, and although it may not always be possible to schedule a meeting with your legislator, face-to-face communication is one of the most effective means of communication.

The author realized the importance of being informed on the current issues surrounding long-term care and communicated the viewpoints of the residents and staff at the facility through communication tools that were accessible to them. In the end, the author was able to meet with Senator Fitzgerald in person by presenting this project to some of the members of the Center for Health and Aging Services Excellence (CHASE) oversight committee. This project serves as a good example of advocacy that could be used within many organizations. The outcome of this project could be vastly different for every organization due to the methods of communication used, networking abilities of the advocate, and the issues involved.

Editor's Note:

To assure the effectiveness of legislative advocacy, clarify the issue and position succinctly; identify the most appropriate individuals who can have an impact on the issue; and communicate regularly with these individuals. Legislators cannot be expected to be verse in every issue before them. It is important to provide them with credible information and perspectives from those with experience and from those that will be impacted to assist their decision-making.

Legislative advocacy is not an optional activity for leaders in this field. The more comfortable you are with this type of contact, the more natural it will become. Motivating others to participate in contacting legislators has the dual benefit of greater advocacy and awareness of both the legislator and your internal constituencies. It is also important to remember that relationships with legislators and their staff take time and effort.
Project Title: Light the Way for Alzheimer's Fundraiser
Student: Rebecca Roloff
Preceptor: Suzette Larson
Practicum Site: Clement Manor

Introduction:

Fundraising within a nonprofit organization is both rewarding and challenging. For small nonprofit organizations, fundraisers serve to raise money and increase publicity and visibility in the community. Since fundraising is often a component that is neglected due to either a lack of staff, a lack of resources, or numerous projects, it is especially important for a nonprofit organization to have a solid plan for fundraising. The project below describes a detailed approach for one fundraising initiative in a long-term care environment.

Project Goals:

The goal of this project was to create and develop new ideas that could be implemented into the existing Light the Way for Alzheimer's holiday fundraising campaign. The author envisioned an annual event for the Alzheimer's unit in the Clement Manor Health Center that would gain maturity with each year. However, certain improvements needed to be made to the existing fundraising program before it could grow and take momentum. The author created a detailed plan that could be followed in coming years.

Tasks Involved:

To ensure that this would be a tailored and organized event into the future, the author worked with a group of individuals at the facility to develop a timeline for scheduling, write an appeal letter for mailing, coordinate payroll deductions for employees, obtain photo consents in order to include resident's photos in the appeal letter, and update the donor database. Furthermore, the author decided to enhance the commemoration of the event by placing a battery-operated light in each resident's window to externally represent their presence at the facility. In addition, the lights that were placed on the outdoor tree were of different colors to represent the various levels of giving, and the same was done in the lobby area through a poinsettia display. An indoor tree was also used to honor individuals with their names placed on it.

After the appeal letter was sent out (Please see Appendix H for appeal letter), donations came pouring in. These donations were recorded in a log and thank-you cards were mailed in return. On the day of the reception, the author and the group of individuals who helped to plan the fundraiser welcomed guests to the facility and performed an official tree lighting followed by refreshments for those who attended. After the fundraiser was over, the author composed an article for the monthly newsletter thanking all of the employees who were directly and indirectly involved with the event.
Outcomes and Recommendations:

The facility raised $13,347.76 as a result of the Alzheimer's fundraiser *(Please see results sheet, Appendix I)*, nearly three times more than had been raised the previous year. Through complete organization and planning, the author was able to streamline the facility's fundraising approach to make it more effective. In addition to raising money to support the continuation, improvement and expansion of the Francis Haven Alzheimer's and dementia unit, the author also helped to heighten the awareness of Alzheimer's disease within the community.

This replicable project could be used in many other organizations. However, it is important to use special event fundraisers carefully; raising money is one purpose for an event such as this, but publicity and raising awareness are also benefits of a special event fundraiser. A project such as this involves the assistance and contributions of many individuals. Recognition and thanks should be incorporated into projects to assure future participation and efforts.

Editor's Note:

An environment conducive and supportive of development is critical to the successful non-profit organization today. A targeted effort requires the leadership of an individual, whether this is for a specific effort or the overall fundraising program. The potential for good resource generation is possible in a health and aging services organization. The benefits of additional resource availability and an expanded awareness make these endeavors very worthwhile.
Project Title: Newsletter
Student: Nicole Lorentz
Preceptor: Susan Christenson
Practicum Site: Presbyterian Homes of Arden Hills, McKnight Care Center

Introduction:

A newsletter is an incredible marketing and communication tool that can provide valuable information to a target audience and lift the organization in the mind of your readers. One of the purposes of a newsletter is to communicate valuable and useful information to the reader, and may also serve as a device to help employees and those they serve adapt to change within an organization.

Project Goals:

The original goal of this project was to create a newsletter that would communicate to staff, residents and their families the progress of a year-long construction project at Presbyterian Homes of Arden Hills, Minnesota that would require a lot of adjustments to the daily "routine" within the facility. The author decided to engage various staff members of the facility to write the newsletter articles to provide information from many departments within the organization. As a result, this newsletter would become a team-effort among various departments, as it would be a topic for input and discussion at many inter-departmental meetings.

Tasks Involved:

The creation of the newsletter and distribution of it to staff, residents and their families was the primary task of this project. However, there were many small steps that had to be taken in order to complete this goal. First, the author determined what articles would be included and who would write the articles. It was determined that those who would be directly involved with writing the articles were the Administrator, the Volunteer Director, the Chaplain, the Director of Development, community coordinators, social services, operations, and recreational therapy. The author then worked with these individuals on a one-on-one basis, and brought copies of the newsletter to meetings for additional input from other members of the organization. Once the articles were gathered, Microsoft Publisher was used as a template for the design and layout. In the end, the newsletters were mailed to each resident's primary contact, and copies were made available within the facility to the staff, residents, and their families. Lastly, the author needed to find someone within the organization who would be willing to take on the public relations role after the practicum was over. Since the organization was in the process of hiring an Assistant Administrator, it was determined that the newsletter could be one of the responsibilities of this position.
Outcomes and Recommendations:

The project was ultimately a success. What had originally been created as a method to communicate the progress of a construction project was determined to be a useful communication tool to use in the future, even after completion of construction. Continued publication of the newsletter will ensure that all those affiliated with the organization will receive the pertinent information that they need, and increased communication will result in positive effectives for the facility. This project is one that could be adopted by other facilities that do not have a method for internal or external communication (*Please see Appendix J for newsletter*).

Editor's Note:

It has been found that communication impacts employee satisfaction (Olson, 2000), and one of the most successful methods of formal communications is a regular newsletter. The minimal cost of this communiqué makes it a very easy decision to implement within any organization. We would caution the reader to consider consistency, quality of information and readability when producing a newsletter. One should also consider any other current communication vehicles that are being used by the organization. Furthermore, the publication of newsletters can often be hindered by the demands of creating suitable and informative content. Trade associations and other affiliated agencies can often be a source of direct articles for inclusion or authors can draw from the information received through membership communications, as a way to shortcut the development of content.
Project Title: Paper Elimination/Information System Utilization
Student: Jennifer Kane
Preceptor: Barb Ruppe
Practicum Site: Sholom Home East

Introduction:

Many organizations and institutions generate huge amounts of printed materials that result in excess amounts of waste paper. Disposing of memos, letters and other office paper only creates a hefty garbage service bill and results in waste. Many organizations, however, are finding that they can reduce dependencies on printed material, reuse and recycle their office paper. This saves money on paper purchases, reduces disposal costs and eliminates wasted staff time. This project focuses on one facility's efforts to reduce paper expense by relying more heavily on their existing information system.

Project Goals:

After reviewing the budget, it was determined that Sholom Home East was spending too much money each year on paper that was being thrown away or shredded immediately after it was being read. This fact led to the development of a paper reduction initiative. The main objective of this initiative was to reduce the amount of paper by relying more heavily on the existing information system at the facility. In turn, this would reduce the expense of paper and increase the efficiency of processes currently in place by evaluating the effectiveness of the correspondence forms that were currently being used.

Tasks Involved:

The author understood the importance of involving all departments within the facility. By involving each department, the author was able to gather input on the effectiveness or ineffectiveness of the efficiency of the various forms that were in use. Furthermore, each department received a questionnaire (Please see memo/questionnaire, Appendix K) that asked questions about uses for paper in their own jobs. When the questionnaires were returned, the author worked with the Medical Records Coordinator to determine what aspects of their jobs could be accomplished more effectively by reducing the use of paper. Furthermore, it was found that staff would need to receive computer training for the information systems to be used to their fullest potential for the purpose of paper reduction. The increased and more effective usage of information systems was ultimately one of the greatest benefits of this project.

Outcomes and Recommendations:

The project was ultimately a success because the author encouraged the staff to assist with the planning and constantly communicated the reasons for and status of the project to them. As a result, employees of Shalom Home East were eager and willing to accept the new style and actually use the facility's information system more than they had in the past. Within four months time the paper budget was cut in half at the facility by utilizing
e-mail and by evaluating processes and forms that were already in use *(Please see progress sheet, Appendix I).* The concept of paper elimination and its positive financial effects on the organization's budget is one that could easily be applied elsewhere. This project could easily serve as a model for other facilities that want to rely more on their information systems in order to cut expenses through paper reduction.

Those interested in a project such as this need to assure facility-wide participation so as to ensure input from all before a document or form is eliminated. What might be viewed by one department as unnecessary may be vital to another.

Editor's Note:

The purpose of this type of effort makes it difficult to not want to implement a process of paper reduction within an organization in order to save money, increase staff efficiency and be good stewards of resources. The more optimal use of an information system also makes a great deal of common sense in this information technology age that we live in. Getting buy-in is still important because changing someone's "routine" is not always easy. Furthermore, a periodic review of systems, policies, and forms allows for an examination as to whether such materials are truly necessary or simply in place because they "have always been there" without questioning the current applicability and value.
Project Title: Revenue Enhancement Strategies
Student: Heather Baier
Preceptor: Craig Barness
Practicum Site: Minnesota Masonic Home

Introduction:

Given the current economic and political climate of the nation that is impacting the health and aging services field, it is important to evaluate the services that an organization has the ability to offer. Through this evaluation, it may be necessary to add alternate services in order to capture additional revenue. The successful development of resources, current or prospective, is essential for any organization to achieve its goals.

Project Goals:

Minnesota Masonic Home determined that consumers could offer the best guidance on what types of additional services could be provided in order to generate additional revenue for the facility. To accomplish this goal, the author assessed the residents' interest levels in the services that were being provided and those that could potentially be offered in the future. After taking resident interest and feasibility into account, the facility planned to offer those services that could be provided in a cost effective manner in order to increase revenue.

Tasks Involved:

After a committee was formed to help gather information on residents' interest in potential services, a survey was created (Please see survey, Appendix M) and forty-three of the independent living residents were asked questions about various services, including cable television, provision of transportation, housekeeping, meal, and personal care. The residents were given three weeks to complete and return the survey.

When analyzing the results of the survey, both resident interest and cost effectiveness had to be considered. For example, a significant number of residents expressed an interest in obtaining cable television services directly through Minnesota Masonic Home. However, given that some residents were interested in different cable packages and others not at all, it was determined that residents would be better off contracting directly with the cable company. Similarly, transportation services also generated significant interest among residents. However, after investigating the prices of various local transportation services, and comparing those prices to what the facility would have to charge if it were to operate its own service, it was determined that the price the facility would have to charge the residents would be too high to be cost effective. Furthermore, this proposition would require the facility to purchase a bus, which was not possible, given organizational restrictions on all capital purchases at the time.

Finally, it was discovered that many of the independent living residents were interested in having additional meal services provided by the facility. While only 3 residents were using externally provided meal services, 14 residents expressed interest in obtaining meal
services through Minnesota Masonic Home. The dietary department was able to implement this service in a cost-effective and efficient manner by requesting that the residents make a reservation for their meal so that the appropriate amount of food be prepared. The facility began by making lunch available for the independent living residents and the program has since expanded offerings to all three daily meals. Other services such as housekeeping and personal care did not generate considerable interest among the residents so it was determined not to adjust these services at the time (Please see survey results, Appendix N).

Outcomes and Recommendations:

This project serves as a good example of potential sources of revenue enhancement within a health care facility, and provides a reasonable template for the methods to assess these sources of revenue development. However, it is important to carefully review the availability and costs of adding new services designed to enhance revenue prior to asking people if they would be interested in them.

Editor's Note:

This project serves as a good example of the type of needs assessment that could lead to the addition of revenue enhancing services, and also contains some nicely developed templates for consideration or use by others. Organizations should be conducting regular evaluations of the service mix/portfolio to not only enhance revenue, but to also strive to provide even better service to their customers. This is an especially timely project given the amount of fiscal challenges of the health and aging services field. Given the anticipated audience of these project descriptions, I would consider revamping the description towards how identifying and responding to customers' needs could also produce revenue enhancement. As currently written, the author places too much emphasis on the latter rather than the former.
Project Title: Van Grant Project
Student: Joella Anger
Preceptor: Duane Larson
Practicum Site: Martin Luther Manor

Introduction:

Due to the increasing popularity of alternative care settings such as adult day centers, the need for transportation to accommodate these services has also increased. One of the areas that some adult day services have explored to meet the demand for transportation is to acquire their own vans for customer convenience, efficiency and affordability rather than using a public transportation service. This project illustrates one organization's approach to be a transportation service for their residents, and highlights a specific initiative to make it more affordable.

Project Goals:

Martin Luther Manor desired to accommodate the needs of those who use day-to-day transportation by acquiring a vehicle of their own. There were a variety of reasons that this goal was so important. First, the staff from Martin Luther Manor is better equipped than the staff of the public transportation service to care for and assist the elderly passengers who use the service. Second, public transportation often takes longer than the more personalized service that Martin Luther Manor can provide, thus having their own van would result in a more efficient use of time for the passengers. Last, if the state approves a grant for a vehicle, 80% of that cost may be covered, saving the facility thousands of dollars. It was determined that the facility apply for a van grant through a state-funded program in order to accomplish their goal of providing their own form of transportation for the residents of Martin Luther Manor.

Tasks Involved:

The method to accomplish the goal of acquiring a van for the facility involved a detailed grant application process. The first step required that the author attend a seminar to learn about the application process. Next, letters were mailed to the surrounding communities of Martin Luther Manor and a press release was sent to the local newspaper to announce the application of the grant and to ask for support. Finally, the grant was written after transportation agreements were mailed following review and approval of the Board of Advisors. Through each step in the application process, the author worked with various departments within the facility to write and edit the grant. After review and careful attention to detail, the grant was submitted. After a short wait, the facility received the response that they wanted to hear—their grant had been approved! (Please see Approval Letter, Appendix O).
Outcomes and Recommendations:

The grant for the facility's van was written and submitted for approval with the intention that it would provide timely and considerate service for the residents, along with being more affordable for Martin Luther Manor. Once the grant was approved, that goal was successfully met.

This goal could not have been accomplished, however, without strategic planning on the part of the author. Furthermore, the rigorous deadlines of the application process and the attention to detail that is essential in writing a grant required complete organization in order for the van grant to be approved. Consistent effort and attention to details were critical for the grant to be approved and implemented for the residents of Martin Luther Manor. The step-by-step approaches that were taken for this project make it ideal for implementation at another facility.

Editor's Note:

The ability to find alternative sources of funding and support is critical to the overall delivery of services for an organization. Health and aging services organizations will be well served by conducting thorough searches into available services from government, foundation, or private funding. This is especially true for community-based and non-traditional services, which seem to have greater limits on capital funding in their traditional reimbursement.
Appendix A

Message from the Administrator

Thank you for your interest in the Chippewa Manor Nursing Home.

At the Chippewa Manor, the emphasis is on you. All of our services are designed to meet your individual physical, mental, and spiritual needs, and to ensure the highest quality of life.

We respectfully ask that you visit our nursing home, as we are confident that you will find a warm, caring environment.
Appendix A

- Apartments
- Interior Amenities
- Dining
- Exterior Amenities
- Chapel of the Resurrection

- Close Proximity to

- Other Services
- Message from the Administrator

Chippewa Manor Retirement Center offers independent worry free living to retired adults who are fifty-five years or better. Each of our ninety-five, one or two bedroom apartments, offer affordable private living in a beautiful, secure three story building constructed in 1984.

Add to this a variety of optional services and amenities, all under one roof, and our tenants enjoy enhanced independence and share the warmth and comforts of home during their retirement years.

756 Irvine Street • Chippewa Falls, Wisconsin 54729 Telephone: (715) 726-2123

http://www.chippewamanor.com/frames1.htm
Saint Therese Home
Planned Palliative Care Unit on 1 East

Palliative care is the active compassionate care for the chronically and terminally ill, designed to improve the quality of life when the resident’s disease is not curable by treatment. The focus is to control pain and symptoms of the disease while meeting the physical, emotional, spiritual, social and cultural needs of the resident. This approach embraces the individual, family, caregivers and the community, and it includes dealing with grief and bereavement. While traditional hospice typically treats patients for six months or less, palliative care is designed to care for them over a much longer period of time.

In order to provide this exciting new service, it is necessary for Saint Therese to conduct substantial redesign and construction of one of its current nursing units. The price of the project is $700,000.00 and Saint Therese Home will rely on charitable support to complete this vital project. For more information on the new unit, or how you can support this project with a donation contact Dan Jasper, Director of Fund Development at (763) 531-5006 or Barb Rode, CEO–Administrator at (763) 531-5000.

Saint Therese Home, Inc., an independent non-profit organization, has been serving the elderly since 1968. Saint Therese offers many services including nursing care, rehabilitation services, assisted living and independent living for seniors.
Being Your Loved One's Advocate

by Peggy Snustad, Director of Social Services

Placing a loved one into a nursing facility can be one of the most difficult and overwhelming decisions one may have to make. Frequently we hear, "Mom never wanted to go to a nursing home." This is a very powerful statement that can leave the family/primary caregiver with emotional feelings of fear, powerlessness, and guilt. It is difficult for families to relinquish the caregiving role to staff and allow themselves to build a trusting relationship. Families may have a difficult time accepting the fact that they can no longer manage the physical, emotional, and spiritual needs of "mom," thus leading to guilt.

Communication plays an important role in dealing with guilt. Talk to your support system, whether it be family members, friends, Pastor and/or Priest about the different feelings you are experiencing. Recognizing that these feelings are real and present is an important step. Connect with the staff of the nursing home. This can be accomplished by sharing "mom's" life prior to the nursing home and explain what her daily routine was. This will assist with their transition of life and lessen your apprehension and anxiety.

Be an advocate; take an active role in your loved one's care. Attend care conferences, ask questions, voice concerns, attend monthly Family Council meetings and local support groups. These groups serve those that are experiencing the same situation. Lastly, recognize and accept that since you desire the best care for your loved one, nursing home placement is the appropriate action to take.

Palliative Care Unit Planned for 1 East

Saint Therese Home plans to construct a Palliative Care Unit for 48 residents who suffer from dementia and serious health issues. This unit will bring together spiritual, psycho-social and medical needs of residents, while working to achieve a high level of care and comfort. We are looking to include an aromatherapy parlor, music room, home-like atmosphere as well as long-term hospice care.

Palliative care has been defined as the active compassionate care for the chronically and terminally ill, designed to improve the quality of life when a resident's disease is not curable by treatment. The focus is to control pain and symptoms of the disease while meeting the physical, emotional, spiritual, social and cultural needs of the resident. This approach embraces the individual, family, caregivers and the community, and it includes dealing with grief and bereavement. While traditional hospice treats patients for six months or less, palliative care is designed to care for them over a much longer time period.

In order to provide this service, it is necessary to conduct substantial redesign and construction of a current nursing unit. We are relying on charitable support to complete this project. If you would like more information on this project or how you may help support it, please contact Barb Rode, CEO/Administrator at 531-5037 or Dan Jasper, Fund Development at 531-5006.
Families Focus on 1 East

During the month of September, Saint Therese hosted families of 1 East residents who wanted to be involved with the redesign project. These groups discussed topics such as: what they believe the three most important features should be, likes and dislikes about the redesign of 1 West, what colors to use, and what palliative care involves.

Some suggestions for the most important physical features included: dimmer lighting, home-like environment, storage for lifts, space to move wheel chairs, and e-mail addresses for the residents. The wood, home-like atmosphere, memorabilia and the Garden Room were some of the positive attributes of 1 West. Items to work on would be the placement of the nurse’s station and the creepy furniture. Color proposals were to see neutral, soft and warm colors and wood.

The staff at Saint Therese would like to thank all of those involved in the family focus groups. We appreciate the time taken to attend these groups and encourage all families to participate, as much as possible, in the lives of your loved one. If you have any comments or concerns, please feel free to contact your case manager.

Holiday Gift Ideas

The holidays often put families in the gift giving frame of mind. Maybe you are trying to think of a clever gift for an elderly family member. It can be a challenging task to find a gift for a resident who has diet limitations and a lifetime supply of everything imaginable.

We have some great gift ideas that may bring back real memories and allow your family member to appreciate his or her past. Who knows, you may even have a little fun putting these ideas together!

- Dig up some favorite flowers from your garden and plant them in a pot for the resident to take care of.
- Make audio tapes of the grandchildren reading the resident’s favorite poems or stories.
- Make a book of gift certificates including a coupon good for a visit to your home, a trip to the store or concert, etc.

From everyone at Saint Therese Home, we would like to wish you a safe and happy holiday with one last reminder, the greatest Christmas present of all is time and love.

Leaving Your Legacy

Please consider including Saint Therese Home in your estate plans. It’s easy to do, simply list Saint Therese as a beneficiary in your will, life insurance policy, annuity or other vehicle. By doing so you will certainly leave your legacy for years to come.

Contact Us...

Barb Rode
CEO/Administrator
(763) 531-5037

Denise Barnett
Director of Nursing
(763) 531-5085

Peggy Saustad
Director of Social Services
(763) 531-5028

Ann Johnson
Director of Rehab
(763) 531-5083

Lyn Jakobsen
Resident Support Coordinator
(763) 531-5401

Dinah Martin
Editor
(763) 531-5014

Mark Your Calendar...

Tree of Lights
Sunday, December 8th
2:00 pm
Appendix D

Staff Satisfaction Survey
Please take some time to answer the following questions and return to Char Amundson by September 8, 2003. Please complete you answer based on your overall feeling in the last few months. Please fill only ONE box per answer even if your feelings vary from day to day. Your opinion is very important so please just take a few moments to complete it. Thank you!

1. On average over the last few months, what has been your level of stress, beyond your expectations of working in this department? (one answer only!)
   - Very Stressful
   - A little stressful
   - Somewhat Stressful
   - Not Stressful

2. Is your stress level acceptable for your position?  □ Yes  □ No

3. Can you offer any suggestions on how your stress level could be lowered?

4. What is your overall satisfaction working in the last few months for your department?
   - Very Satisfying
   - Somewhat Dissatisfying
   - Somewhat Satisfying
   - Very Dissatisfying

5. Please comment on any areas that you feel will increase your level of satisfaction.

6. Can you offer suggestions of any types of activities you would like to see done with “Gratitude Attitude?” (Think of in terms of what would be fun or what would motivate you.)
Appendix E

Staff Satisfaction Survey
Surveys Sent: 43
Surveys Returned: 22
Return Rate: 51%

1.) On average over the last few months, what has been your level of stress, beyond your expectations of working in this department?

<table>
<thead>
<tr>
<th>Stress Level</th>
<th>Frequency</th>
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<tbody>
<tr>
<td>Very Stressful</td>
<td>2</td>
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<tr>
<td>Somewhat Stressful</td>
<td>7</td>
</tr>
<tr>
<td>A little Stressful</td>
<td>10</td>
</tr>
<tr>
<td>Not Stressful</td>
<td>37%</td>
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2.) Do you feel your stress level is acceptable for your position?

<table>
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<tr>
<th>Response</th>
<th>Frequency</th>
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<tr>
<td>Yes</td>
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</tr>
<tr>
<td>No</td>
<td>2</td>
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</table>

3.) Can you offer any suggestions on how your stress level could be lowered?

4.) What is your overall satisfaction working in the last few months for your department?

<table>
<thead>
<tr>
<th>Satisfaction Level</th>
<th>Frequency</th>
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<tr>
<td>Very Satisfying</td>
<td>6</td>
</tr>
<tr>
<td>Somewhat Satisfying</td>
<td>13</td>
</tr>
<tr>
<td>Somewhat Dissatisfying</td>
<td>32%</td>
</tr>
<tr>
<td>Very Dissatisfying</td>
<td>68%</td>
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5.) Please comment on any areas that you feel will increase your level of satisfaction.
### Comparative Analysis

#### Luther Hall

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<th>Company B</th>
</tr>
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<tr>
<td><strong>Local Channels</strong></td>
<td>8 (7 + KSTC, Independent (TWINS))</td>
<td>7</td>
</tr>
<tr>
<td><strong>Direct TV</strong></td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td><strong>In-House</strong></td>
<td>2 (Chapel &amp; Message w/ DVD &amp; VCR players)</td>
<td>2 (Chapel &amp; Message w/ DVD &amp; VCR players)</td>
</tr>
<tr>
<td><strong>Monthly Programming</strong></td>
<td>$1.35 per unit</td>
<td>$1.35 per unit</td>
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<tr>
<td><strong>Capital Purchase</strong></td>
<td>$10,924.80 (50% deposit to begin project)</td>
<td>$9,418.00 (50% deposit to begin project)</td>
</tr>
<tr>
<td><strong>60 Month Lease with $1 Buy-out</strong></td>
<td>$235.96 per month</td>
<td>$217.00 per month</td>
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<tr>
<td><strong>Warranty</strong></td>
<td>3 years</td>
<td>3 years</td>
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#### Ebenezer Hall

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<td><strong>Local Channels</strong></td>
<td>8 (7 + KSTC, Independent (TWINS))</td>
<td>7</td>
</tr>
<tr>
<td><strong>Direct TV</strong></td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td><strong>In-House</strong></td>
<td>2 (Chapel &amp; Message w/ DVD &amp; VCR players)</td>
<td>2 (Chapel &amp; Message w/ DVD &amp; VCR players)</td>
</tr>
<tr>
<td><strong>Monthly Programming</strong></td>
<td>$1.35 per unit</td>
<td>$1.35 per unit</td>
</tr>
<tr>
<td><strong>Capital Purchase</strong></td>
<td>$11,447.00 (50% deposit to begin project)</td>
<td>$9,418.00 (50% deposit to begin project)</td>
</tr>
<tr>
<td><strong>60 Month Lease with $1 Buy-out</strong></td>
<td>$247.26 per month</td>
<td>$214.00 per month</td>
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<tr>
<td><strong>Warranty</strong></td>
<td>3 years</td>
<td>3 years</td>
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Appendix G

Ebenezer Luther Hall
Direct TV Survey
Would you be willing to pay $7 a month for satellite TV?

<table>
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<th>Yes</th>
<th>No</th>
<th>Maybe</th>
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<tbody>
<tr>
<td>34</td>
<td>10</td>
<td>8</td>
<td>50</td>
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</tbody>
</table>

% for cable = 68%
% not for cable = 20%
% unsure = 16%

Ebenezer Hall
Direct TV Survey
Would you be willing to pay $10 a month for satellite TV?

<table>
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<tr>
<th>Yes</th>
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<th>Maybe</th>
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<tr>
<td>20</td>
<td>30</td>
<td>0</td>
<td>50</td>
</tr>
</tbody>
</table>

% for cable = 40%
% not for cable = 60%
November 5, 2002

Appendix H

Dear Mr. Branski:

Alzheimer’s disease... it shatters lives and leaves affected individuals in a disoriented world. Confused with daily routines, many people affected by Alzheimer’s are unable to perform even the most basic of tasks.

**Francis Haven**, Clement Manor’s Alzheimer’s Care Unit, is dedicated to residents and families struggling with Alzheimer’s and dementia. A feeling of home and family is created by bright, cheery open areas and highly qualified staff. The one-on-one interaction and exceptional group activities serve both a social and therapeutic purpose.

**Light the Way for Alzheimer’s**, our annual holiday event, is a celebration of life that supports the continuation, improvement and expansion of **Francis Haven**. By “lighting a candle” in honor of those you hold dear you will help assure that the very best of facilities, programs and care continue for those in **Francis Haven**.

Your gift commemorating your appreciation and remembrance will be recognized:

- **$15** — A light will be lit on our outdoor tree.
- **$30** — A light will be lit and a light that bears the name of your special individual will be hung on our indoor tree.
- **$50** — In addition to the above you will receive a **Light the Way** lapel pin.
- **$100** — In addition to the above an indoor candle bearing the name of your honoree(s) will be displayed in our main lobby.
- **$500 or more** — In addition to the above, gifts of $500 or more will qualify for inclusion on our Tree of Tribute. Please see enclosure for details on this permanent way to honor those you love.

You are invited to our tree lighting ceremony which will be held Thursday, December 12, 2002 at 4:30 pm in Clement Manor’s main lobby. Festivities include a short blessing, reception and tour.

Your gift to **Light the Way** brings contentment and peace to many families and extraordinary care to our Alzheimer’s/dementia residents.

Sincerely,

Sister Kate Fink
Director of Mission Services

Jennifer Turner-Harders
Dementia Care Program Manager

P.S. To continue the “Light” brought to our residents—a battery-operated candle will be placed in the window of each Health Center resident. Thank you for your support!
## Appendix I

Light the Way 2002

**Daily Results**

Campaign Official Start Date: November 4, 2002, Campaign Official End Date: January 4, 2002

<table>
<thead>
<tr>
<th>Date</th>
<th>Today's Number of Donations</th>
<th>Today's Donation Amount</th>
<th>Subtotal from yesterday</th>
<th>Total Donations to date</th>
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In addition, a Donation will not be used was generated exclusively for today through the Alzheimer's Unit. So.....

This mailing has generated, to date, a total of $8244.

<table>
<thead>
<tr>
<th>Date</th>
<th>Today's Number of Donations</th>
<th>Today's Donation Amount</th>
<th>Subtotal from yesterday</th>
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Appendix J

Special Points of Interest:
- District 6 Volunteer of the Year, page 2
- Chaplain’s Column, page 3
- Foundation Representative, page 3
- Activities Corner, page 4

D.O.V.E.—New Dementia Care Standards

At Presbyterian Homes & Services (PHS), a commitment has been made to raise the standards we follow in caring for our residents with memory loss who reside in our specialized dementia care communities.

Two years ago, PHS formed a focus group of employees who researched and put together the D.O.V.E. (Dementia Orientation Values Education) program. One component of this program provides training to staff members caring for residents with memory loss.

The core training consists of 9 hours, divided into three 3-hour sessions:
I—Introduction to Dementia-The Disease
II—Understanding Behaviors as Communication

McKnight Care Center Receives Approval for Project

Residents will benefit from recent approval by the Minnesota Department of Health for a building and remodeling project. The project is planned to begin in Fall, 2003 and will include the following improvements:
- Convert triple rooms to double rooms on 4th floor
- Create a community on 1st floor designed for residents with moderate dementia
- Improve nursing stations on 2nd & 3rd floor to better protect resident confidentiality
- Move the medical and dental clinic to a more central location to better serve all campus residents.
- Update elevators
- Replace the current call light system with a system that allows for increased resident mobility

This project will not change the overall capacity of McKnight. We do anticipate that some residents may be asked to make a temporary move within McKnight to accommodate construction. However, it is our goal to keep disruption to residents to a minimum.

Watch for updates as construction time gets closer. Please direct any questions regarding construction to Susan Christenson, Campus Administrator at 651-631-6030.
Volunteer of the Year for MHHA District G

Minnesota Health & Housing Alliance District G selected Connie Odanovich, a volunteer with Presbyterian Homes of Arden Hills as “Volunteer of the Year.” This award is given annually to a volunteer in each of the statewide organizations’ 7 regions. The award honors individuals who go “above and beyond” to enhance and enrich the quality of life for seniors in their communities, who have demonstrated their commitment to Minnesota’s elderly, and who have shown exceptional service to a MHHA member facility and their residents.

When Joe Odanovich, Connie’s husband, moved to Presbyterian Homes of Arden Hills, she began volunteering daily in the 3rd floor community, helping Joe as well as other residents and their families. Not only was her devotion to her husband evident to all, but she has enough love and cheer for all 60 residents in his community. She regularly shares this love through smiles, jokes, songs and dancing, helping at mealtime or with a hug and a prayer of comfort.

Congratulations and thank you Connie!

The Privacy Rule—HIPAA

The Privacy Rule of the Health Insurance Portability and Accountability Act (HIPAA) was effective as of April 14, 2003. The primary intent of this rule is to make sure that all resident protected health information is kept safe and secure.

At Presbyterian Homes & Services we have always taken great care to keep information safe and secure. This law now formalizes our responsibility to do so.

There are many new rights extended to all health care customers. Our residents of PHS Assisted Living, Care Centers, and Home Care will receive the Notice of Privacy Practices. This notice explains how we use and disclose information to provide care and services.

If you have any questions about HIPAA or your rights under this new law, feel free to contact Kim Provo, Health Information, at 651-631-6014.

Carol Longtine, LSW, Liaison to Family Council

Carol Longtine, social worker for our 3rd floor community, is the staff liaison to the McKnight Family Council. Carol’s role is to work with the Council’s executive committee to develop ideas for future meetings, to communicate meeting details to McKnight residents’ families, and to make sure everything is in place for a successful meeting.

Family Council meets monthly on the third Tuesday, and begins at 5:00 pm with a light supper, followed by a program.

Family council is instrumental in keeping families informed about topics of interest. The Council also serves as an advisory group to McKnight management.

Thank you to Carol for her role in supporting Family Council!
Jean Greener, Arden Hills Campus Foundation Representative

PHS established the Presbyterian Homes Foundation for the purpose of raising support to advance the PHS mission. At the Arden Hills Campus and for McKnight residents and families Jean Greener is the person responsible for providing foundation services. This includes working on fundraising for various projects and helping those who want to make a meaningful gift. Presbyterian Homes’ Foundation receives donations from residents, families, friends, and staff as well as churches, community groups, foundations, and businesses. Gifts are given for a variety of reasons and come in many different forms.

The first gift to Presbyterian Homes was the land on which the first building was built. Miss Lillias Joy contributed farm land on Lake Johanna in response to her pastor’s plea for help in establishing a residence for older people in need of a place to live. This gift became the site of the Arden Hills campus. In subsequent years, other gifts have supported the expansion of care and living options available to older adults. The McKnight Care Center is the result of a gift from Mr. William L. McKnight of 3M in 1975. Most gifts to Presbyterian Homes are not as large as the ones from Miss Joy and Mr. McKnight but all make a difference. Your interest in charitable giving may involve simply writing a check in honor of someone special or putting PHS in your will. You may also want to establish a charitable gift annuity from which you receive life income and a charitable deduction.

Information on these and other options is available from foundation staff. Jean Greener is the Director of Development for Presbyterian Homes of Arden Hills and can be reached at 651-631-6103 or visit the PHS website at www.preshomes.com/foundation.

Chaplain’s Column

Dear Families:

Our spiritual care team considers it a privilege to serve your loved one(s). We want to show them they are loved and valuable in God’s heart and ours.

Through a variety of inspirational worship activities, music therapy programs, and one-to-one visits by staff and volunteers, we hope residents experience comfort, encouragement, companionship, and support through significant times of change and loss. We also know these times of change and loss significantly impact you. It is our concern, as well, to be of service to you.

If we can be of help and support to you and/or your loved one(s), please stop by or call our office 651-631-6051.

God’s Peace,

Chaplain Bruce D. Ervin
Appendix K

Memo

Date:  2/10/03

To:  Barb Ruppe, Sue Larson, KD Segale, Becky McKuras, Dwight Miller, Kathy Hunter, Sondra Jacobs, Shanda Jorgensen and Julie Pawlenty

From:  Jenny Kane and Carol Hunter

Subject:  Paper Reduction

As many of you may already know Sholom Home East is going to be looking for ways to reduce the use of paper. This project involves every department. We are asking all of you to take a few minutes to fill out the questionnaire that is attached to this email or delegate someone in your department to do so. We will meet Feb. 19th at 10:30 to brainstorm as a group. Please have the questionnaires filled out and bring them to the meeting along with all your ideas for reducing the use of paper. Involve other members from your department where you feel their input will be helpful. If this meeting time does not work for you please contact Carol or Jenny and we will be happy to bring your ideas to the meeting. Also, if you have any questions feel free to contact us. We look forward to hearing all your creative ideas.
Appendix K

Paper Elimination Project Questionnaire

1. What do you or your department use everyday that is paper? (forms, memos, reports, etc.)

2. Is there anything you just listed that could be done through e-mail?

3. Is there anything you listed that could be eliminated all together?

4. Why do you or your department choose the paper method over email?

5. Do you have suggestions for helping to minimize paper uses?

6. Do you have email and a password?

7. How often do you use the copier? What do you use it for?

8. What do you do with paper that does not need to be shredded?
Appendix L

Paper Reduction
Progress to date

Admissions
- Admission packet 28 to 9
- Information sheet hard copy to e-mail

Nursing/Medical Records
- Care plans 12 to 6
- No longer mailing the complete care plan just one sheet 12 to 1
- Census hard copy to email 30+ to 1
- Resident roster hard copy to email
- RAPS from 6 to 1 (everyone is singing one sheet) pages
- Admissions initial charting 32 to 9

Staffing
- Pay check signing sheet 200+ to 3
- Daily Staffing hours copy to email

Therapeutic Recreation
- Assessment form 6 to 1
- Pet therapy newsletter- post on activity boards and e-mail to staff

Human Resources
- East winds are being posted instead of attached to checks
- Ads email vs. fax
- Performance appraisals reminders through e-mail vs. hard copy

QA meetings
- Emailing information prior to meeting and bringing one copy to meeting to reference

Education
- Email calendars to all staff with email and post in public areas instead of attaching to checks
- Reuse handouts from education if the employee does not want to take them

All Departments
- Memos are being sent via email and one posted in mail room instead of copies for everyone 30+ to 1
- Meetings are being announced through email instead of hard copy
- Everyone is conscious of what process they are using and the amount of paper related
- E-mailing meetings minutes
Appendix M

Masonic Square Service Opportunities Survey
July 2003

43 Surveys Returned

**Cable TV Service**
- 40 Residents currently have Cable
- Average cost/month $34
- 3 Residents do not have Cable
- 26 Residents interested in a Cable Service from MMH

**Transportation Service**
- 18 Residents currently use a Transportation Service
  - Average expense/week $20
  - Average distance/trip 19 miles
  - Average number of trips/week 2.3
- 25 Residents do not use a Transportation Service
- 17 Residents interested in MMH Transportation Service

**Housekeeping Service**
- 18 Residents currently use housekeeping services
  - Average 1.78 times of service/month
  - Average expense/month $76.60
- 25 Residents do not use housekeeping services
- 11 Residents interested in MMH Housekeeping Service

**Meal Service**
- 3 Residents currently use Meal Services
  - Average 4.5 times/week at $24.50/week
- 38 Residents do not use Meal Services
- 14 Residents interested in MMH Meal Service

**Personal Care**
- 6 Residents currently use a Personal Care Service
  - Average 1 time/week
- 9 Residents interested in MMH Services
  (ie: Massage, Nail/Foot Care, Med Set up, bed making and companion)
Appendix N

Minnesota Masonic Homes--Masonic Square
Additional Services Opportunity Survey

Dear Masonic Square Resident:

As part of our ongoing commitment to service improvements, we are investigating opportunities to offer additional services to you in order to make your residence at Masonic Square more enjoyable.

Please complete the survey and return it to Kim Walker by Monday, June 23, 2003

_______________________________________________________

Service: Cable Television

1. Do you currently have cable in your home? Yes_______ No________

2. How much is your monthly cable bill? $____________________

3. Would you be interested if cable was offered by Minnesota Masonic Homes Cable Service with Closed Circuit Channels for a comparable fee? Yes_______ No________

Service: House Cleaning

1. Do you currently utilize an external house cleaning service? Yes_______ No_______

   If "yes", how many times/month do you have the service provided to you?

   Number of cleanings/month: ________________________________

2. What is your average house cleaning expense/month?____________________

3. If you do not have house cleaning currently, would you be interested in a house cleaning service if it was offered by Minnesota Masonic Homes?

   Yes_______ No_________
Appendix N

Service: Transportation

1. Do you currently utilize an external transportation services? (Taxi, Bus, Metro Mobility)
   Yes:_____   No:_____ 

   If ‘yes’, what is your average weekly Transportation expense? $__________

2. What is the average distance per trip?  Round Trip in Miles: ______________

3. Would you be interested in a Transportation Service if it was offered by Minnesota Masonic Homes?
   Yes:_____   No:_____ 

   If ‘yes’, how many times a week would you like the Transportation Services be available for you?
   Number of Transportation Services Per Week: ______________

Service: Meals

1. Do you currently utilize an external Meals Service? (Meals on Wheels)
   Yes:_____   No:_____ 

   If ‘yes’, what is your average weekly Meals Service expense? $__________

2. Would you be interested in a Meals Service if it was offered by Minnesota Masonic Homes?
   Yes:_____   No:_____ 

   If ‘yes’, how many times a week would you like the Meals Services be available for you?
   The Number of Meal Services Per Week: __________

3. What would be your meal or meals of choice? (Check all appropriate meals)
   Breakfast_____   Lunch_____   Dinner_____
Appendix N

Service: Personal Care

1. Do you currently utilize an external Personal Care Service?
   
   Yes:______  No:______

2. If you currently do not have personal care service, would you be interested if it was offered by Minnesota Masonic Homes?
   Yes:______  No:______

   If 'yes', how many times a week would you like Personal Care Services be available for you?
   The Number Personal Care Services Per Week: ____________

3. Please check the type of Personal Care Services you would be interested:
   ______ Assistance with Bathing
   ______ Bed Making
   ______ Medication Set Up
   ______ Meals Preparation
   ______ Laundry
   ______ Companions for Medical Appointments
   ______ Personal Shopping (Picking up items you had requested)
   ______ Massage Therapy(Performed at your residence)
   ______ Nail Care / Manicure

Kindly list other Personal Care Service (not mentioned above) you would like to be included in the program

   a)________________________________________

   b)________________________________________

   c)________________________________________

Please complete the survey and return it to Kim Walker by Monday June 23, 2003.
Your participation in this survey process is appreciated. Thank you.
February 4, 2003

Sally Peterson
Martin Luther Manor
1401 E 100th St
Bloomington, MN 55425

RE: FY2003 FTA Section 5310 Funding

Dear Ms. Peterson:

Congratulations! Martin Luther Manor’s application for a vehicle under the 2003 Section 5310 Capital Assistance Program has been approved for funding contingent upon receipt of federal funds.

The next step is to notify transportation providers that Martin Luther Manor has been approved to receive a Federally funded Section 5310 grant vehicle. The notification provides an opportunity for transportation providers to submit a proposal to provide the service described in Martin Luther Manor’s application. A copy of the notification procedure and time line is enclosed.

It is anticipated the federal appropriation for the 2003 Section 5310 Capital Assistance Program will be made in March, 2003. Once Congress has appropriated the funds, Mn/DOT will submit the FY2003 Section 5310 grant application to the Federal Transit Administration. Upon approval of this grant request, a contract will be executed between Mn/DOT and Martin Luther Manor and the vehicle procurement process can begin.

In the meantime, please feel free to contact Micky Gutzmann, Transit Project Manager, at 651-282-9950 with any questions regarding the notification procedure and/or vehicle procurement process. Again, congratulations on Martin Luther Manor’s successful application.

Sincerely,

Donna W. Allan
Director

cc: Micky Gutzmann, Metro, Transit Project Manager
    Jody Jacoby, Section 5310 Grant Coordinator