

Seasons

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Issue 1, 2012

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The Goal of Perfecting Patient Care Continues

Adopted by Asbury Heights in 2008, the Pittsburgh Regional Health Initiative's model program, *Perfecting Patient Care*, continues to grow within the Asbury community. Each year, employee teams identify ways to eliminate waste, errors, and inefficient practices, making for a healthier, happier, and more efficient organization. Here is one of the many projects Asbury teams have in progress.

Resident Clothing Labeling Initiative

Anneliese Perry, Chris Reihner, Stan Muldrow, Nadine Higgins, Kathy Welding, Julie Pawloski, Cara Todhunter, Pat Grummick, Doretta Leach, Mary Coda, Winny Benaiah, Melissa Taylor

With a community laundry and continuous resident moves within the Asbury community, a loose laundry tracking system meant unlabeled clothing, missing articles of clothing, and money spent reimbursing residents and family members for those unaccounted items. Anneliese Perry, Assistant Administrator, Nursing & Rehabilitation Center, and a team comprised of program managers, certified nursing assistants, housekeepers, and social workers created a resident clothing labeling project in the Redwood Community that,

(continued on next page)

When appropriate, we welcome residents to assist us in process improvement initiatives. Jean George (*left*) and Betty Woll are members of Grammar Police, along with Writer, Jon Ebel and Editor, Audrey Burgoon (not shown). The goal of this team is to distribute an error-free monthly resident newsletter that includes timely information that is of interest to residents campus-wide.



Asbury Heights

† Operated by United Methodist
Services for the Aging

Asbury President John Zanard to the evidence-based management with a chapter in a new book

*Perfecting Patient Care,
continued from previous page)*

according to satisfaction surveys, is meeting residents' and family members' expectations and helping our bottom line.

The team has implemented a user-friendly intake process for all resident clothing. A designated drop-off area for new articles of clothing, a request-for-labeling form, a team checklist and even custom iron-on labels that housekeeping applies during laundering combine to make an efficient system of keeping track of clothing.

"This initiative makes tracking clothing easy for residents, staff and family members, ensuring that everything makes it into the closet for which it's intended," says Perry. "Should clothing become separated from its owner because of a move, for example, we'll hold it in our 'store' for pick up during designated hours."

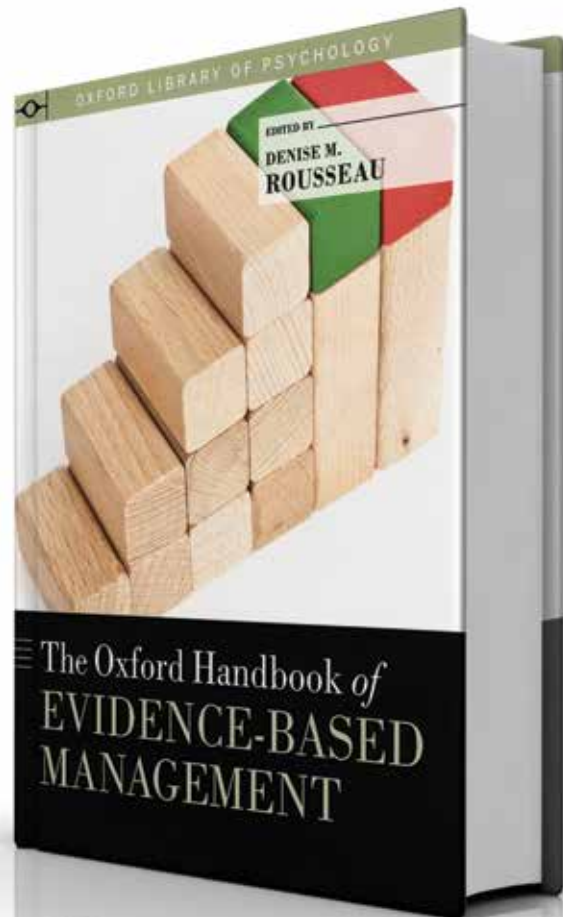
Perry reports that residents and families are no longer frustrated by misplaced clothing; Asbury no longer spends unnecessary amounts of money on reimbursements; and staff can focus more on patient care instead of chasing unlabeled clothing. ■

John J. Zanardelli, president and CEO of Asbury Heights, recently wrote a chapter for *The Oxford Handbook of Evidence-based Management* edited by Denise M. Rousseau, PhD, published in May of this year. The book is the first to offer direction to researchers, teachers, and practitioners interested in evidence-based management.

John and Dr. Rousseau first became acquainted in 1999, when John enrolled in her class on organizational culture as part of the Program for Executives at Carnegie Mellon University's Tepper School of Business. Following the Program for Executives, John and Dr. Rousseau collaborated on several initiatives, including Dr. Rousseau providing an organizational culture seminar to the Asbury Heights management team.

Dr. Rousseau continued her involvement in scientific evidence to guide managerial activity. After several years of research, she developed a work group of international scholars on this project and began writing a book on this subject.

Believing that a practitioner's viewpoint and expertise was necessary for the project, Dr. Rousseau included John in her work group. With



United Methodist Services for the Aging is a faith-based organization whose mission is to improve the lives of older adults through high-quality, compassionate care.

elli contributes ement field

his background in public health and executive leadership, John wrote a chapter for the book, using examples from Asbury Heights to demonstrate the incorporation of evidence-based management into operations.

“A framework that I have found most useful in helping our staff based actions at Asbury on a thoughtful theory of change is a logic model,” wrote John. “It was developed to guide the implementation of organizational programs and then the evaluation of program performance. In this approach to program evaluation, those programs deemed to have efficacy, that is, they have been shown to work using the scientific method under controlled conditions, were then implemented in organizations.”

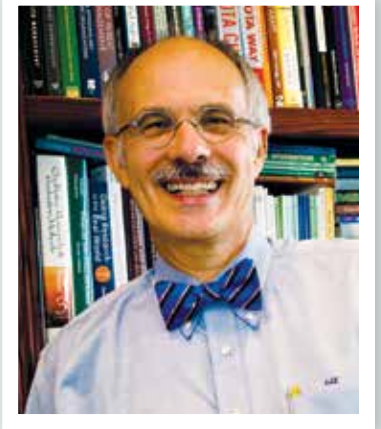
John’s contribution to the book and Dr. Rousseau’s work will serve as a useful direction for countless organization managers and decision-makers. ■

A MESSAGE FROM JOHN ZANARDELLI

Dear Friend of Asbury Heights:

Enduring the heat of one of the warmest summers in Pittsburgh’s recent history, we recognize the importance of comfort and staying positive. Asbury Heights is reflecting these values with transformations to provide more comfortable living and a positive climate for our residents and neighbors.

This issue of *Seasons* covers a lot of fanfare and changes happening right now at Asbury Heights. Notably, we welcomed the first speaker for our Ruth E. Mickle lecture series, Steven Albert, PhD, a professor from the University of Pittsburgh Graduate School of Public Health who discussed the future of the aging process.



We also have up-to-date news on a lot of upgrades at Asbury, such as the renovation of our Nursing Center and the opening of our new Educational Resource Center.

Be sure to read about all of the awards being given to Asbury friends and staff. In addition to our service awards that recognize employee excellence, we had the opportunity this year to thank two young girls for putting aside their time and effort to raise money for our benevolent care fund.

You’ll also find an article about a chapter that I wrote for Dr. Denise Rousseau on the topic of evidence-based management. In the chapter, I use examples from Asbury Heights to demonstrate the success of evidence-based programs and practices for better outcomes in older adults.

Our board, which works together to support Asbury Heights’ mission of providing excellence in senior living, is also profiled in this issue.

As Asbury Heights continues forward, dedicated to improving the lives of older adults, we want to thank you for continuing your support. Moving through this exciting time of change, we invite you to stop by and visit us!

Sincerely,


John J. Zanardelli, FACHE
President and CEO ■

Seasons



Recognizing Employee Excellence

While the residents of Asbury Heights are the heart of the community, more than 450 employees work to benefit the men and women who call Asbury home. Their compassion and dedication to excellence withstand the test of time, creating a safe, inviting environment where residents can thrive.

Residents, members of Administration, and fellow co-workers of Asbury Heights honor the employees celebrating milestone anniversaries each year with a luncheon and award ceremony in appreciation for their commitment to the development of the community and those served. This year, John Zanardelli, president and CEO, commended the 55 honorees for working together across all departments to fulfill Asbury's mission of providing quality, compassionate care to older adults. Honorees receive a service award pin to wear on their name tag, a gift that they have chosen, and a monetary bonus.

On behalf of the entire Asbury Heights community, a special thank you is extended to the following employees for their years of service to Asbury and our residents:

RETIREE

Eileen Lackey
Mary Jane Lang

30 YEARS

Anita Callough
Michelle
McNally
Sally Tripson

25 YEARS

Karen Wiley

20 YEARS

David Hornyak
Kathy Symsek
Marjie Wilson
June Wyndroski

15 YEARS

Linda Campbell
Keri Kline
Arlene Lawson
Dawna
Raimondi

10 YEARS

Coleen Black
Marcy Byers
Sidra Calloway
Kathy Czegán
Jim Eckert
Gearoge Millich
Beverly
Podlesnik
Lisa Powell
Loreta Ritts
Judy Smith
Linda Thurner

5 YEARS

Steve Augustine
Tim Bodnar
Michelle Gross
Latoia Gibson
Danielle
Gromek
Pat Grummick
Mary Hartley
Frances
Husovsky
Lisa Laskovich
Paul Lawryk

Carol Lenhart
Sherry Lenik
Jason Lowry
Mildred Meyers
Mario Nazaire
Onnalee
Patterson
Maureen
Ponikvar
JoAnn Sarchet
Lucille Shelly
Lou Speroni

Sue Spik
Shelly Stanley
Cara Todhunter
Sherry Travis
Charlotte
Turney
Weijin Wang
Lois Washburn
Dawn
Washington
Andrea Yee
Betty Zawatski

Renovation of the Nursing Center Continues

The renovation of rooms within the Redwood, Evergreen, and Willow nursing communities was kicked off with a celebration on May 4. To date, 16 rooms have been renovated in the Redwood Community. The entire renovation project is expected to be completed by summer of 2013.

The renovations are taking place in order to meet the new safety requirements directed by the Pennsylvania Department of Health as well as to enhance patient comfort and provide updates to the rooms. Gone are the closets and each resident will have their own armoire for personal belongings to add more efficient room space.

The entire kickoff celebration and a sneak peek into the new rooms can be viewed on the Asbury Heights YouTube channel (www.youtube.com/AsburyHeights). ■



(l-r): John Zanardelli, Frank Tarwacki, Melissa Taylor, Doretta Leach, Cara Todhunter, Sharon Davis



Medical students tour Asbury Place.

University of Pittsburgh Medical Students Hone Their Skills at Asbury Heights

Asbury Heights is a valuable learning center for medical residents and students from the University of Pittsburgh. All internal medicine residents are required to complete a weeklong course in geriatrics during the fall semester. Rollin M. Wright, MD, of the Division of Geriatric Medicine at the University of Pittsburgh, recently added a half-day at Asbury Place as an option for the residents.

Each week, Dr. Wright brings one or two medical residents to Asbury Heights, where they have the option of working with her in the health and wellness center or going to the memory support community. Peg Chabala, Asbury's dementia specialist, then shows the residents techniques and realities in dealing with older adults with memory impairment.

At the end of the semester, the medical residents complete a survey. In the most recent survey, Peg was lauded across the board for providing the most beneficial experience in the rotation. Due to the continuous, overwhelmingly positive endorsement, the program director decided to send more students to Asbury for the half-day courses with Peg.

In addition to the required coursework, third or fourth year medical students can do an elective rotation. Typically, a few students each year spend two - four weeks in a geriatrics rotation.

Physician assistant students and nurse practitioner students will likely be invited to attend the training in late summer or early fall, making Asbury an interprofessional teaching nursing home.

The importance of geriatric training continues to grow as the number of current geriatricians and primary care physicians decreases. Asbury Heights is proud to contribute to the training of future geriatricians. ■

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2012 Asbury Week

Staff and residents learn a new line dance.



"The Chuckles,"
Chuck George and
Chuck Woll, tell jokes
during the talent show.



State representative
Matt Smith, along
with Miss Pittsburgh's
Stephanie Scarci, issues a
proclamation to Asbury.



Rick Sebak presents
a program to Asbury residents.



Residents wearing stylish hats.



Residents recall autos from bygone years.



Golden Mile

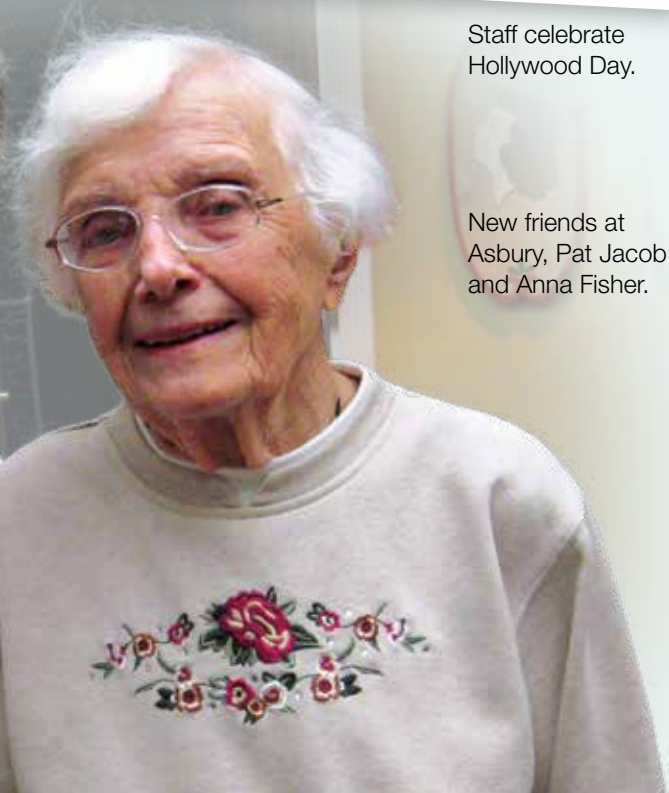
On September 21, over 80 residents, employees, volunteers and community members participated in Asbury's Golden Mile Race. Participants either walked, jogged or ran the one mile course.



Staff celebrate Hollywood Day.



New friends at Asbury, Pat Jacob and Anna Fisher.



Meet the Board

Residents and families know that they receive the best care and service from the staff at Asbury Heights. From physicians and housekeepers to volunteers and administrators, the Asbury team always has the needs of residents top of mind. But behind the scenes, the Asbury Heights board of directors brings their individual area of expertise and embodies the same compassionate spirit demonstrated by front-line staff. Together, this committed group of men and women work to ensure that our organization evolves in a way that is true to our mission and supports the greater good of those we serve, all the while leading the way in senior living.

Meet the members of the 2012-2013 Asbury Heights Board of Directors:

Steven Albert, PhD

Steven Albert, PhD, Professor of Behavioral and Community Health Sciences, University of Pittsburgh, determines how the network of services for the aging and related clinical services can function as a public health intervention. His current areas of research include the prevention of falls, end-of-life decision making among the very old and prevention of late mood disorders.

David Johnson

David Johnson, chair of the board of directors, is president of Thomson, Rhodes & Cowie, P.C. He was admitted to the Pennsylvania bar in 1977 and has concentrated his practice areas on hospitals and physicians, toxic substances and employment law. He has served as lead counsel in more than 110 jury trials both in state and federal court. Johnson is a member of the Pennsylvania Society of Healthcare Attorneys of the Hospital Association, a fellow of the Pennsylvania Bar Foundation and a fellow of the American College of Trial Lawyers.

Laura Magone

For the past nine years, Laura Magone has been a self-employed organizational development consultant, which has allowed her to work with a multitude of clients ranging from non-profits to entrepreneurial ventures to Fortune 100 and 500 corporations. She has assisted companies in the areas of customer service, team building, direct marketing, management and leadership development and marketing strategy development. Laura is affiliated with a variety of organizations including the American Marketing Association and the American Society for Training and Development.

John Mather, PhD

John Mather, PhD, is the executive director, Masters Programs, Tepper School of Business, Carnegie Mellon University. He directs the MBA and MS in Computational Finance and manages a masters staff for the planning, development and execution of admission, services and career placement for graduate students within these programs. Prior to joining CMU, Mather served as executive vice president for Marketing Information and Strategy at Ketchum Communications. He maintains an interest in the field and teaches numerous marketing courses. He is active in technology-based start-ups and local area incubators, providing advice on marketing strategy and business planning and is active in the not-for-profit sector.

Richard W. Purnell

Rick Purnell, treasurer of the board of directors, is the president and executive director of the II-VI Foundation, a private charitable foundation located in Bridgeville that encourages and enables students to pursue careers in science, engineering and mathematics. Additionally, he is the chair of the board's Finance Committee.

Kenneth Schultz

Ken Schultz, president, Shannon Construction Company, began his career at the company in 1976 where he worked as a union laborer, union carpenter, estimator and project manager before moving to Houston for jobs at Bechtel Inc. and C.E. Crest. Schultz returned to Pittsburgh and Shannon as vice president before taking the helm where he is acting senior project manager on larger projects, the chief technology officer for conceptual estimating, and operations manager.



Martin Siefering

Martin Siefering, a principal at Perkins Eastman, has extensive experience in the design of residential care environments for aging adults. Since he joined the firm in 1990, Martin's responsibilities have included planning, design, construction, supervision, and project direction for some of the firm's most challenging senior living projects. Martin has led projects across the full continuum: supportive housing, CCRCs, assisted living, long-term care and chronic-care hospitals. His approach to architecture is based upon the integration of nature, sensitive site design, and sustainable building design. Martin has been active in the culture change movement in long-term care – leading pioneering projects for clients such as Hebrew SeniorLife|NewBridge on the Charles in Boston, The Jewish Home and Hospital in New York, St. Ann's Community in Rochester, New York, The Overlook at Northampton in Massachusetts, and Albright Care's Riverwoods Community in Lewisburg, Pennsylvania.

Philip Sweeney

Mr. Sweeney has a 20+ year track record of success as a Corporate Director, Business Advisor and C-Suite Executive within the business services, education, energy, government contracting, healthcare and high-tech sectors. Previously, Mr. Sweeney served as a Co-Founder, Senior Vice President and Chief Financial Officer and Senior Vice President of Corporate Development of US Investigation Services (USIS),

now Altegrity, and as a Sector & Division Controller, Corporate Finance Manager and Auditor with DynCorp International. He is a graduate of The Pennsylvania State University with a Bachelors Degree in Accounting, and completed Executive Education and Financial Management programs at The Wharton School of the University of Pennsylvania and Stanford Business School.

Richard Zahren

Richard Zahren is retired from PPG Industries where he was vice president of automotive coatings. Rich also held executive positions in planning, purchasing and compensation/benefits during his career. Since retiring, he has been active on boards of several non-profits whose missions relate primarily to children. He and his wife live in Mt. Lebanon. Rich has a BS in electrical engineering from Carnegie Mellon University and an MBA from the University of Pittsburgh.

John J. Zanardelli

(Ex officio)

John has worked for the United Methodist Services for the Aging as president and CEO of Asbury Heights for 19 years. He has a special interest in evidence-based management and evaluation research to improve operational efficiencies and economic sustainability. ■

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Celebrations of Giving

Educational Resource Center Now Open

The doors to the new Educational Resource Center on Asbury's Campus were officially opened on April 24 with a ribbon-cutting ceremony attended by Asbury Heights friends and staff.

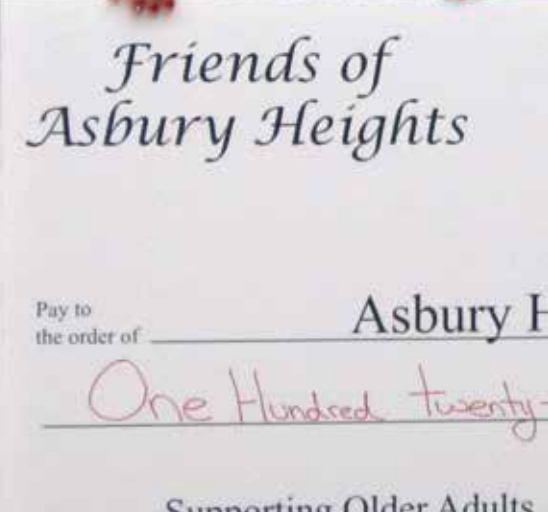
The Educational Resource Center was immediately put into use, serving as the location for staff trainings and new employee orientation. The center features a flat screen television, two computers, a dry-erase board, and a model nursing bed.

The Educational Resource Center is located in Room 6263, the former location of the Attic Store. The room was renovated thanks to the generosity of an anonymous local family. ■

Young Philanthropists Ho

On May 23rd, Asbury Heights honored two young girls, Madeline Hornbrook and AnnieGrace Heck, who have devoted their time and effort to raise money to help the Asbury community. Madeline and AnnieGrace presented their donation to John Zanardelli, president and CEO, during a Celebration of Giving ceremony.

Both girls will be entering 3rd grade at Jefferson Elementary, began visiting Asbury Heights while attending the *ABC's for Children* program in kindergarten. As they continued to visit over time, AnnieGrace and Madeline wanted to do more for the community. Acting completely on their own, the girls set up a fund



nored

to be used solely for Asbury's benevolent care fund.

They began selling toys that they no longer play with and donating their personal money from the tooth fairy and their families, eventually raising more than \$100.

Madeline, or "Maddie," is the daughter of Laura and Kent Hornbrook. She enjoys dancing, tennis, swimming, and gymnastics. She is a member of Shadyside Presbyterian Church.

AnnieGrace is the daughter of Michelle and Chris Heck. She is an avid swimmer, plays piano, dances, and is a member of St. Bernard Church. Both girls are from the Mt. Lebanon area. ■



Whirlpool Installed in Evergreen Community

In addition to the ongoing Nursing Center renovations, a whirlpool tub was installed in the Evergreen community on June 6 through the generosity of a local family. ■



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The Inaugural Ruth E. Mickle Lecture: Engineering a New and Better Old

Asbury Heights welcomed board member Steven M. Albert, PhD, Professor and Chair of the Graduate School of Public Health at the University of Pittsburgh, to address the community for the Inaugural Ruth E. Mickle Lecture, "Engineering a New and Better Old Age." The lecture took place on Wednesday, May 2nd.

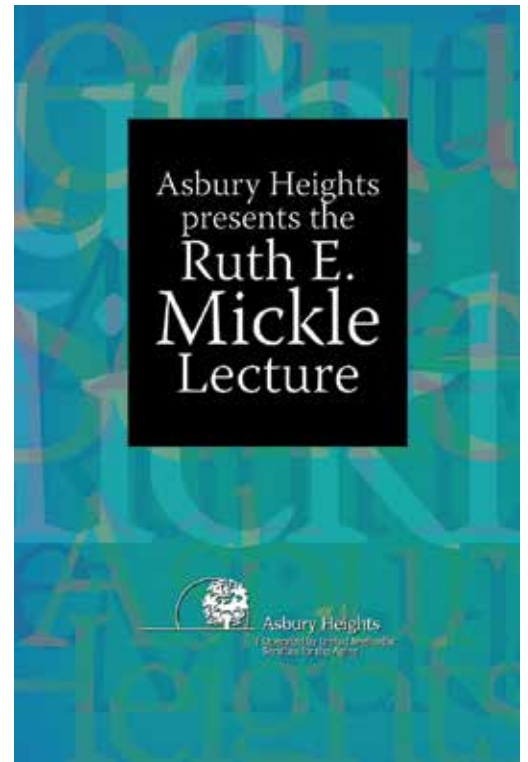
Following remarks from John Zanardelli, president and CEO of United Methodist Services for the Aging, Dr. Albert began his presentation by describing the emerging field of interventional gerontology in the areas of mobility, cognition, and chronic disease, outlining how old age will look 25 to 50 years from now.

According to Dr. Albert, there are now more people over age 60 than under age 5 for the first time in history. As more people reach older ages in better health, engineering, medicine, and public health must join forces to reduce challenges to independence in later life. Rather than managing disease, preserving function, and protecting our seniors, Dr. Albert suggests society should be focused on preventing disease, enhancing thinking, moving, and feeling, and engaging seniors in external activity.

Dr. Albert stressed the importance of thinking, moving, and feeling to reach and maintain a new and better old age. Computer training enhances thinking by improving the mind's processing speed to help when driving and decrease the risk of cognitive decline. Exercise is encouraged to improve gait speed and keep older adults moving, avoiding the risk of falls and fractures that would lead to physical and cognitive decline. Finally, feeling is enhanced with behavioral therapies to interrupt pathways to depression and reduce the risk of cognitive decline, insomnia, and anxiety.

Dr. Albert chairs the Department of Behavioral and Community Health Sciences at the University of Pittsburgh. His research examines how societies can ensure optimal aging and focuses on physical, cognitive, and mental health. He is also the coauthor of *Public Health and Aging: Maximizing Function and Well-Being*.

The Mickle lecture series was created through a contribution to the Asbury Foundation in memory of the mother of Marlin H. Mickle, Professor of Electrical and Computer Engineering at the University of Pittsburgh. Dr. Mickle's areas of research include wireless



networks, radio frequency tags, energy harvesting, and single chip radio frequency devices.

Asbury Heights' Geriatrics Program

With a formal relationship among Asbury Heights, the Institute for Evaluation Science (Evaluation Institute) in Community Health, Department of Behavioral and Community Health Sciences, Graduate School of Public Health, University of Pittsburgh (Steven M. Albert, PhD, Edmund M. Ricci, PhD, and Beth Nolan, PhD), and

Age

UPMC (Judith Saxton, PhD), an objective evaluation tool to assess seniors' optimal living environment has been created. The tool establishes the baseline and is used to demonstrate measurable improvements after individualized, evidence-based approaches are used to address cognitive, ambulatory, and behavior aging-related issues to enable the senior to achieve the maximum level of wellbeing possible.

Asbury Heights has a well-established geriatric program, with medical director David A. Nace, MD, and Jules Rosen, MD, who provides geropsychiatry services, recently being named among the best doctors in Pittsburgh according to the May 2012 issue of Pittsburgh Magazine. Joining Drs. Nace and Rosen, Roberta Churilla leads the nurse practitioners, Betty Zawatski is the gerontological nurse, and Peg Chabala is Asbury's dementia specialist. Other physicians and specialists and a well-trained line staff round out the geriatric program to strive for the greatest level of comfort and health for Asbury's seniors. ■



President John Zanardelli Receives Award from Pitt's Graduate School of Public Health

John J. Zanardelli, MPH, Asbury Heights' President and Chief Executive Officer, received The Margaret F. Gloninger Service Award from the University of Pittsburgh Graduate School of Public Health (GSPH) at the school's Alumni Awards ceremony on May 2nd.

In addition to his work with Asbury Heights, Zanardelli has been actively involved in numerous student training and mentoring programs at GSPH. For more than 30 years, he has taught classes, been an active leader in the Delta Omega public health honorary society, and has initiated and run several programs to bring practice and experience to GSPH students.

The Margaret F. Gloninger Award was established to honor the late Margaret Fitzgerald Gloninger, a GSPH graduate and former Pitt faculty member in maternal and child health. The award has been presented annually since 1993 to a GSPH alumnus who has made a significant contribution to GSPH or to the greater community through volunteer service.

Zanardelli joined five other GSPH alumni recognized for outstanding service in the field of public health. ■

Seasons

Donors

The community of Asbury Heights is continually being enhanced thanks to the generosity of our donors. Their contributions ensure that our residents can lead rich, healthy lives within a comfortable environment. The staff and residents of Asbury appreciate the many gifts that allow us to further our mission of providing high-quality, compassionate care.

The following list recognizes donations made between Jan. 1, 2011 through Dec. 31, 2011. ■

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† Posthumous Inductee



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By making a legacy gift, you can be a part of the 1908 Society and ensure the security of Asbury's future for years to come...

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This is not intended as tax and/or legal advice. Please consult your tax or legal advisers. ■

(l - r) back: Marci Thomas,
Director of Volunteers with
volunteers, Chuck George
front: Brenda Vogel,
Centa Sivat, Jean George

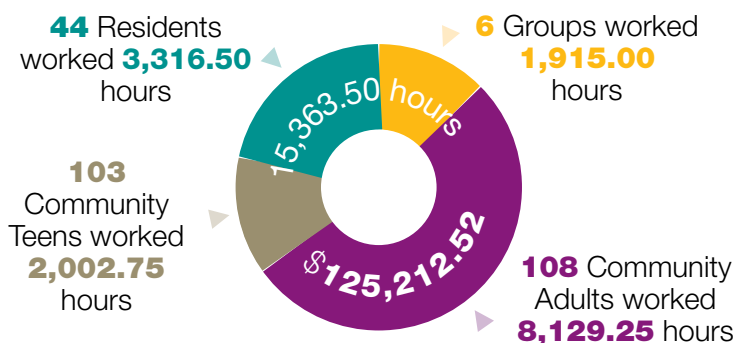


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Here is the breakdown for January - December 2011:



This is a total of 261 working 15,363.50 hours.
We then multiply the total hours by our lowest wage
(\$8.15/hr). This means that the volunteers saved
Asbury a total of **\$125,212.52** in 2011.

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It is an enormous undertaking to list all the tribute gifts made to Asbury Foundation. We apologize in advance for any errors in the above listing which contains gifts from January 1 through December 31, 2011.

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Col. and Mrs. Nester
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Edson Wissinger
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Mr. Richard Cobb
Perry Highway Lutheran
Pre-Kindergarten
Mr. David Wright

Edward Yost
Mr. and Mrs. James Lutz
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Magone

Don Ziter
Mr. and Mrs. Edward
Kollin

In Honor Of:

Joan Androski
Ms. Susan Deile

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Miss Janet Webster*

Asbury Heights Maintenance Department
Miss Janet Webster*

Asbury Heights Nursing Staff
Ms. Julia Jarkiewicz

Asbury Heights Transportation Department
Miss Janet Webster*

Asbury Heights Staff
Miss Jeanne Starr
Rev. and Mrs. Paul Taylor

Mary Baird
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Mr. Peter Hughes

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Mr. William Berardelli
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Mr. and Mrs. William
Marquette
Mr. and Mrs. Ronald
Tenpas
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Edwin W. Irwin
Mr. and Mrs. James Irwin

Joan Kress
Ms. Judith Martin

Sara Lewis
Mr. and Mrs. Michael
Romano

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Bea Maurer
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Bonnie McCabe
Mrs. Maude McDowell

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Joann Ricci
Dr. Edmund Ricci

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Marge Wallace
Ms. Ann Slowey

Anna Walter
Ms. Christine Walter

John J. Zanardelli
Mrs. Jodi Buntain
Dr. Denise Rousseau

* Deceased

For Your Convenience

Keep this handy directory near your phone
for easy access to some of Asbury's
frequently called numbers.

Administration 412-341-1030
Asbury Place 412-571-5660
Asbury Villas 412-571-5370
Asbury Foundation 412-571-5107
Nursing Care Inquiries 412-571-5182
Volunteer Opportunities 412-571-5150
Spring Lane..... 412-571-5153
Admission Inquiries..... 412-341-1030
The Embassy..... 412-894-0999
Independent Living 412-571-5188



Asbury Health Center

† Operated by United Methodist Services for the Aging

700 Bower Hill Road
Pittsburgh, PA 15243-2040

Audrey L. Burgoon, Chief of Staff
(412) 571-5121

www.asburyheights.org



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**UPCOMING
ASBURY EVENT:**

Asbury Aglow

The 17th annual Asbury Aglow will be held this year on Wednesday, December 5 from 5:30 PM until 7:30 PM. As usual, attendees can expect great live entertainment, pictures with Santa, a kids' Winter Wonderland, and favorite holiday foods. A horse-drawn carriage will lead guests through the campus.