

Seasons



Positive
Approach to
Care Makes
a Meaningful
Difference

Seasons

Positive Approach to Care Program Blossoms

Asbury's Positive Approach to Care (PAC) program continues to make a meaningful difference in the lives of residents with dementia and their families as it expands to include training for outside professionals and organizations.

PAC was developed by international dementia care expert Teepa Snow and emphasizes the use of non-verbal communication techniques. PAC focuses more on physical cues rather than verbal cues when communicating with residents with cognitive impairments and explores how your brain controls your body and your behaviors.

"We've seen significant outcomes since we began to implement PAC," explains Cara Todhunter, senior administrative director, Health Care Services. "In addition to having enhanced, quality interaction with dementia residents, Asbury has been recognized two years in a row – in 2013 and 2014 – by the Pennsylvania Department of Health for lowering its use of antipsychotic medication. In 2011 and 2012 – before PAC was implemented – Asbury's usage of these medications was 27%. Today, it's approximately 15%, which is well below the national benchmark of 23% and the Pennsylvania benchmark of 21%."

PAC training involves up to four levels of achievement as well as a coaching level. All employees at Asbury are required to complete level one of training, and employees working in any memory support community are



required to complete level one within the first 90 days of employment and level two within the first year.

PAC for Families & Professionals

In addition to providing individual consultation for families of residents on a daily basis, Asbury is now offering free PAC outreach for families, caregivers, and the general community through group presentations. Asbury staff have reached more than 420 people in the community and educated 230 area professionals (outside of Asbury) through PAC seminars.

Asbury also partners with Teepa Snow to provide **PAC Community Team Training** – comprehensive dementia care training for other organizations (e.g., long-term care,

home care, or hospice providers). Through the training, these organizations are learning how to change their culture of care to have a positive effect on the lives of individuals living with dementia.

Through an initial two-day training session held at Asbury, Snow and Peg Chabala, Asbury's dementia education specialist, teach attendees positive communication and care partnering techniques that change the way they approach and interact with individuals with dementia.

"The training session discusses normal aging and its many appearance and behavioral changes, as well as the skill sets and needs of those living with the effects of aging or dementia," explains Chabala. "Learning to recognize the abilities and brain function of

an individual with dementia helps to manage expectations and improve interactions.”

In January 2015, St. Clair Hospital was the first community organization to participate in the PAC Community Team Training with seven staff members completing level two of training. Asbury has also conducted training for Southwinds, a non-profit agency that provides residential and life training skills for individuals with developmental disabilities, and will soon begin to conduct trainings for UPMC.

Medical students from the University of Pittsburgh also are being trained in PAC techniques to improve their interactions with older adult patients.

To help newly trained staff from outside organizations practice the skills they’ve learned, Chabala makes scheduled visits and provides weekly coaching calls and email support.

Asbury has recorded a series of videos – which are even being purchased internationally – with the goal of expanding PAC training to more organizations. The videos also serve as a reference for individuals who have already undergone training.

The Positive Approach to Care program is one of the many ways that residents are *Living Well at Asbury*, and the community is benefitting from the knowledge and expertise of our staff. 🌱

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Dear Friend of Asbury Heights:

As we transition from the long days of summer to the colorful foliage of fall, I’m glad to share with you another edition of *Seasons*, so appropriately named.

There are many things that differentiate Asbury Heights from other continuing care retirement communities (CCRC). Among them is our Positive Approach to Care (PAC) program.

The PAC program is designed to aid in communicating with residents living with dementia. We’ve been using the program since 2012 and, as an early-adopter, we are considered an industry leader. In fact, Asbury Heights is a designated Positive Approach to Care College, and our staff, together with PAC founder Teepa Snow, provides training to other CCRCs across the region as well as workshops for care providers. In this issue of *Seasons*, you’ll learn more about the PAC program and the significant results we’re achieving.

Positive results are a goal of any organization. Since 2009, Asbury has worked with the Pittsburgh Regional Health Initiative of the Jewish Healthcare Foundation to establish a lean management culture. Lean management has helped us reduce staff turnover, effectively solve problems

and enhance efficiency. As you’ll read in this issue, our outcomes are positive, and the Jewish Healthcare Foundation has recognized our achievements on several occasions.

This spring, we said goodbye to an extraordinary friend of Asbury, Marlin Mickle. When Marlin’s mother, Ruth, passed away, he created the Ruth E. Mickle Lecture Series to honor her memory, and he generously supported the establishment of our new resident library aptly named for his mother, the Ruth E. Mickle Library. We remember Marlin in this issue and are forever grateful for his friendship and support, and we keep his wife, Nancy Coleman, in our thoughts and prayers.

As we continue our important work of ensuring that our residents are living well at Asbury, I thank you for your ongoing support. Your feedback is always welcome.



John J. Zanardelli
John J. Zanardelli
President and CEO 🌱

LEAN MANAGEMENT:

Enhancing Efficiency and Improving Quality

To enhance efficiency and improve quality requires a culture that welcomes problem identification and supports change.

Since 2009, Asbury Heights has been working with the Pittsburgh Regional Health Initiative of the Jewish Healthcare Foundation on perfecting resident care and shifting to a lean management culture. Asbury is deeply committed to maintaining a lean management culture and has expanded its training to include a summer course of eight sessions of more intensive staff training. All members of Asbury's management team, including supervisors and other staff, attended the two-three hour sessions, held every other week. Sessions included group projects, homework and post-session testing.

"Lean management teaches us how to first determine if something is a problem," explains Cara Todhunter, M.A., C.C.C.-S.L.P./L., senior administrative director, Health Care Services, Asbury Heights. "We ask ourselves what the problem looks like so that we can map out a process or diagram. To do this, we ask a series of questions. 'Why did the problem happen?' We answer that question and then ask, 'Why did that happen?' We may go through a series of five whys until we come to the root cause of the problem. Once we identify



the root cause, we discuss the ideal outcome and work to implement the necessary changes."

For example, if there is a problem with losing linens – getting linens sorted so that the correct linens leave a building, go to the laundry room and return to the correct building – the administrator for the area will put a team of individuals together who bring valuable insight and are oftentimes involved in the process. The team may involve a housekeeper, caregiver, and a resident who participate in a problem-solving group. The group asks themselves a series of questions such as: What is the problem that is happening? When linens leave a resident's room, where do they go? What are the steps involved? What changes do we need to make?

Once these questions are answered, improvements can be developed to remedy the issue. The changes are implemented and outcomes are measured to determine if the right changes were made to correct the problem.

According to Todhunter, "It's about transforming your everyday management style and decision-making process into a lean management culture. Don't jump to conclusions. Don't point the finger at people as the blame, but rather, ask 'What's the process? What do we want out of it? What problems can happen in between, and how can we fix them?'"

Lean management is all about improvement – **improving efficiency in terms of time;** **in terms of money,** **or in terms of quality.**

Lean management training at Asbury is ongoing, and a variety of lean management projects are underway at any given time.

"It's not about who did it, or where it happened," explains Todhunter, "but what are the steps involved to make a change, and how we do that everyday in our problem solving. We don't just put a bandage on a problem."

In an industry where humans are giving care to humans, perfection is an elusive goal. However, through lean management, problems are brought to the forefront and resolved so that quality of care at Asbury is at the highest level possible. 🌱



l to r: Melissa Radford, Larry Minnix, John Zanardelli and Paul Winkler, Presbyterian SeniorCare.

CONNECTING THE DOTS:

The Evolving Role of Governance in the New World of Senior Services

On Thursday, May 28, Asbury Heights together with Presbyterian SeniorCare hosted a luncheon presentation by Larry Minnix, president and CEO, LeadingAge, the national association for not-for-profit, faith-based long-term-care providers. Mr. Minnix was joined by Melissa Radford, vice president of Member Relations and Governance, Leading Age, and together they addressed, "Connecting the Dots: The Evolving Role of Governance in the New World of Senior Services."

Ms. Radford opened the presentation by focusing on strategic concepts for leaders and board members to consider when governing their organizations. Mr. Minnix's presentation concentrated on how our country's older adults are perceived in the media and on Capitol Hill.

He expressed concern that misperceptions created by media

trickle down to the general public and to elected officials. He cautioned that leaders in Washington are failing to update policies for a new generation of older adults.

Mr. Minnix stressed that changing the public's perception of older adults is the responsibility of the long-term care industry. "Our job as leaders is to re-define age and what it means, to change the perception of older people and what it means to grow old," he said. "We must show the world that senior living communities are evolving into a more dynamic, person-specific atmosphere and that we are willing to change to better accommodate the people we serve... and will serve in the future."

The discussion was held at the Harvard Yale Princeton Club, and nearly 100 long-term care administrators, board members, university faculty and other business leaders attended the presentation. 🌱

GET CONNECTED

Asbury's New Website Will Provide Information and Opportunities for Engagement

Asbury Heights continues to lead community innovation with the development of a new website that aims to better connect families, residents, potential residents and current and future employees to the Asbury campus.

The new website will keep residents and families informed of all campus activities and events to fully engage the community with Asbury.

It will be a major recruiting tool to attract employees, and it will provide ease for contributors to make donations.

The site's responsive design will enable universal access so visitors can view it with equal ease on computers, tablets, and smart phones. Asbury expects to introduce the new site by late Fall 2015. 🌱



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Asbury Week:

Celebrating Literature with the New Ruth E. Mickle Library

The opening of the new Ruth E. Mickle Library on Tuesday, March 17 (see page 9), served as the inspiration for this year's Asbury Week, a weeklong celebration of literature.

Residents, guests, staff, and volunteers gathered to kick off **Asbury Week** on Monday, May 11, during an *Alice in Wonderland*-themed reception following this year's Employee Service Awards. Residents and employees loaned teapots to decorate the Mall as attendees enjoyed dessert and conversation.

Tuesday, May 12, was **Biography Day**. Author and former White House butler Alan DeValerio spoke to residents in the Social Room about his memorable career that spanned several decades as reflected in his book *A History of Entertainment in the Modern White House*. Residents joined in the spirit of Biography Day by submitting their own brief autobiographies that were displayed in the Mall for the remainder of Asbury Week.

The next day, Wednesday, was **Mystery Novel Day**, as an eager audience crowded into the Social Room for *Murder Most Fowl*, a comic mystery play performed by Asbury residents and staff. The performers weren't the only ones in costume; members of the audience joined in the fun by dressing as detectives, spies, and villains.

Thursday was **Fiction Novel Day**, beginning with the Oompa Loompa dance from *Charlie and the Chocolate Factory* performed by several residents and employees. Following the dance, Chef Bill Hockenberry led a cooking demonstration where he prepared chocolate desserts and treats.



Family Day

Sunday, June 28, found all of Asbury Heights' campus humming with activity as family and friends gathered for Asbury's annual Family Day. The country western theme meant residents and guests were decked out in their finest cowboy and cowgirl duds as they enjoyed a petting zoo, free root beer, and games in the Linden Garden, including the Pony Derby. 🌿



Asbury Week wrapped up on Friday, May 15, as kids from the local ABCs for Children preschool – led by Princess Ariel and Little Red Riding Hood – poured into the Ruth E. Mickle Library for story time. After reading *Put Me in the Zoo* by Robert Lopshire, the group paraded through the Mall to show off their princess and superhero costumes. The children then joined residents in the Social Room where they met Smiley from Eat'n Park Restaurants and enjoyed an afternoon of games, face painting and Eat'n Park Smiley Cookies.

The children's section of the Ruth E. Mickle Library could still use more books intended for ages 2-10. If you own any gently used books that you are willing to donate, please contact Liz Warner at 412-571-5150 or ewarner@asburyheights.org. 🌿



Renovations to Short-Term Rehabilitation Area Enhance Guest Experience

To improve quality and comfort for Asbury's short-term rehabilitation guests, a designated area in the Nursing Center has been renovated for their care.

Individuals who require short-term rehabilitation typically have had an acute event that requires hospitalization – for instance, respiratory issues, knee replacements, hip replacements, or fractures related to a fall. Before they can be discharged to their homes, they have a short stay at Asbury where expert staff provide a wide variety of rehabilitative services.

To enhance the guest experience, the short-term rehabilitation area has been renovated to include three additions: a conference room, a family lounge and a second gym.

"Asbury's short-term guests require a lot of oversight with their medical condition, medication administration, and education about their new diagnosis," says Cara Todhunter, senior administrative director, Health Care Services. "Family counseling related to discharge planning takes extensive time and consideration. There are lots of conversations with the guest, the family, the

interdisciplinary team, and we were finding that we didn't have a comfortable meeting area dedicated to those kinds of conversations. The new conference room provides a quiet room to meet with families or to provide therapy related to cognitive or speech tasks."

The renovated family lounge provides a variety of options for rehab guests and their visiting family members. Now, families can gather in the lounge and enjoy a beverage bar, an area for television, a game table area and comfortable seating.

A second therapy gym was added in the space that formerly held the resident library.

With the growing number of rehab guests, the second gym provides additional space and enables focused, individualized treatment.

"At Asbury, we are constantly looking for ways to improve the delivery of care and the guest experience," says Todhunter. "When we're considering a change, we begin by examining the best practices found in research. We use those outcomes as the evidence to drive our change process and ultimately our care."

"We have managed to make substantial changes to improve the guest experience in our short-term rehab area while still maintaining a high level of quality care." 🌱

A NEW ASBURY PARTNER:

Cura Hospitality

Asbury Heights is pleased to introduce Cura Hospitality as the new provider of campus dining services.

As a member of the Eat'n Park Hospitality Group, Cura provides dining services to many senior living communities and hospitals in the area. Building on the success of Asbury's dining program, Cura is adding its tools and resources to enhance the dining experience of Asbury Heights' residents and staff. 🌱



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RUTH E. MICKLE LECTURE SERIES:

Asbury Heights Welcomes Dr. Jennifer S. Brach

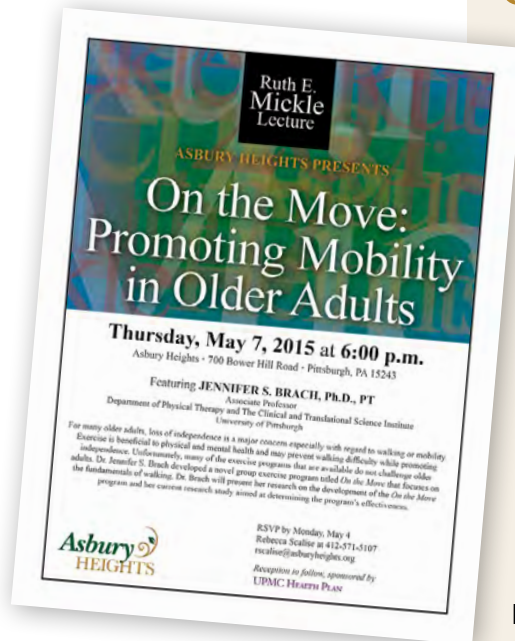
The annual Ruth E. Mickle Lecture was held at Asbury Heights on Thursday, May 7, and featured Jennifer S. Brach, Ph.D., P.T., a faculty member at the University of Pittsburgh, who discussed *On the Move: Promoting Mobility in Older Adults*.

Mobility plays a significant role in maintaining independence, but according to Dr. Brach, many current exercise programs do not challenge older adults enough. She has developed a novel group exercise program titled *On the Move* that focuses on the fundamentals of walking. She shared with attendees her research on the development of the *On the Move* program and her current research study aimed at determining the program's effectiveness. Dr. Brach's lecture was followed by a reception in the Asbury Mall, sponsored by UPMC Health Plan.



Dr. Brach is a physical therapist and an associate professor in the Department of Physical Therapy and the Clinical and Translational Science Institute at Pitt. For the past 20 years, she has been studying mobility and developing new interventions to improve mobility in community-dwelling older adults.

The Mickle Lecture series was made possible by the generous support and kindness of the late Marlin H. Mickle, Ph.D., and his wife, Nancy Coleman. Through his contribution to the Asbury Foundation, Dr. Mickle committed to continuing this lecture series, named to honor his mother. The next lecture will be held in May 2016.



Remembering Marlin Mickle: Long-time Asbury Supporter

"That man is a success who has lived well, laughed often and loved much."

— Robert Louis Stevenson

Marlin H. Mickle, Ph.D. of Squirrel Hill died Tuesday, April 14, 2015, at UPMC Shadyside of a heart attack. He was 78.



Dr. Mickle was a long-time supporter of Asbury Heights. He was a former board member and his contributions helped to create the Ruth E. Mickle Library and the Ruth E. Mickle Lecture Series.

Dr. Mickle was the most recent recipient of the President's Medallion - an Asbury honor received by those responsible for charitable works and other initiatives that benefit older adults. It was bestowed upon him during the Ruth E. Mickle Library dedication ceremony on March 17.

We extend our deepest sympathy to his wife, Nancy, and will be forever grateful for the many years of support and friendship he provided to Asbury.

Asbury Foundation News Briefs

Ruthann Richey Nursing Office

The Asbury Villas Nursing Office was dedicated on May 22, 2015 in memory of Ruthann Richey. Ruthann was a former Asbury resident and a registered nurse who provided care to individuals in both Pennsylvania and Florida during her 42-year career.

This generous contribution made by Harry and Linda Serene, Ruthann's cousins, renamed the Asbury Villas Nursing Office to the Ruthann Richey Nursing Office and will be used toward Asbury's Positive Approach to Care (PAC) dementia training and community outreach program.

"Ruthann's family and I agree that it is very fitting to name the nursing office in Ruthann's memory," says John Zanardelli, President & CEO. "She took great pride in being a nurse and was very invested in the education of future nurses. Her family's contribution ensures that generations of dedicated healthcare professionals at Asbury will be able to follow Ruthann's path, and the Ruthann Richey Nursing Office will stand as a testament to her impact."

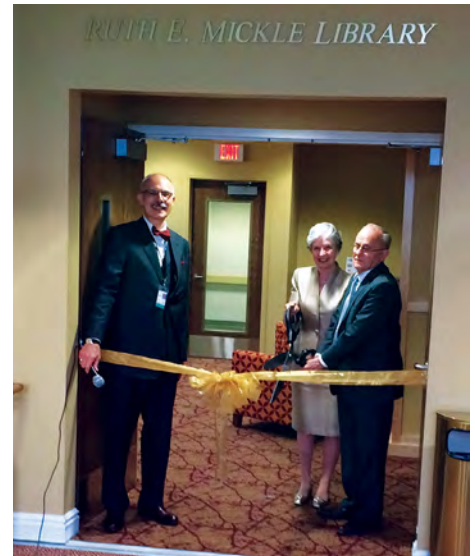


Patricia A. Harper Solarium

On Friday, December 5, 2014, the Solarium located within our Evergreen Community of the Nursing Center was dedicated in memory of former resident Patricia A. Harper.

The Solarium is used as a bright and comfortable visiting area for Residents and family members, and as an area to conduct resident activities and programs.

The Patricia A. Harper Solarium resulted from a generous contribution made by James S. Harper, Patricia's husband who has been a long-time friend of Asbury, and her family and friends.



Donation Makes Library Possible

During the 2014 Asbury Aglow event, Dr. Marlin H. Mickle, a former member of Asbury's board of directors, and his wife Nancy, donated \$50,000 for the construction of a new library to honor the memory of his mother, Ruth E. Mickle.

The Ruth E. Mickle Library opened its doors to residents following a dedication ceremony on March 17.

The new library, conveniently located adjacent to the Asbury Mall, features three round skylights that add to the natural light coming into the space, 14 custom built bookcases, computer stations and new furniture with comfortable seating.

Residents are often found in the library engaging in video chats with family and friends, selecting books from the collection, using the free Wi-Fi, or visiting the children's corner with grandchildren or great grandchildren.

"The generosity of Dr. Marlin Mickle and his wife Nancy in creating the Ruth E. Mickle Library is a testament to the difference the generosity of one couple can make for countless residents and their families for years to come," says John Zanardelli, President & CEO.

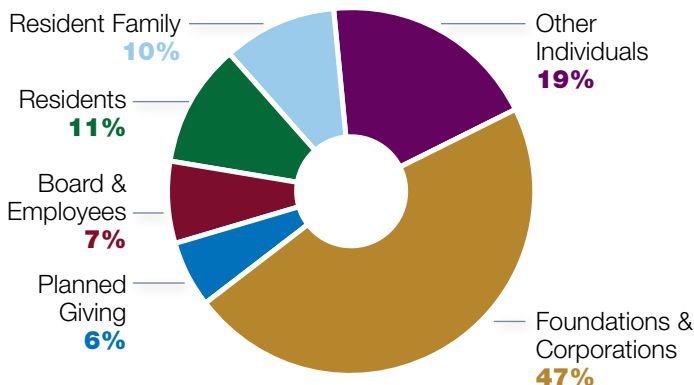


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2014 Gifts

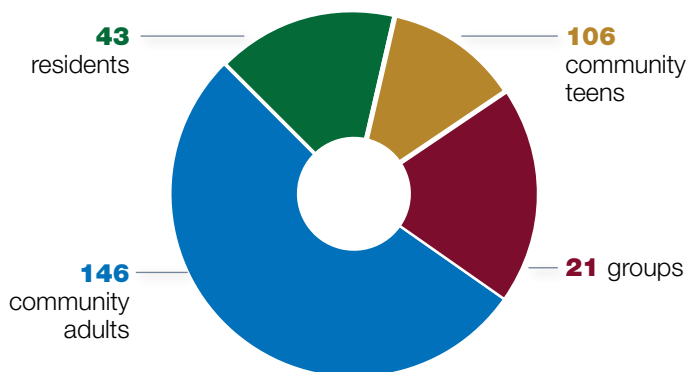
With the help of our 2014 donors, the lives of Asbury residents have been improved by:

- new kitchens and dining rooms in our Personal Care and Nursing Center residences;
- benevolent care fund to support residents who cannot pay privately for full charges of their care;
- spiritual nourishment for ecumenical worship in Asbury chapels;
- expanded short-term rehabilitation services to assist with preserving physical function,
- and much more!



Volunteer Recognition

In 2014, a total of 316 people worked 19,923 hours. Multiplying the total hours by our lowest wage, the **volunteers saved Asbury Heights a total of \$159,384 in 2014.** We are grateful to our volunteers for their time and talents that benefit our residents.



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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.

Save the Date!

The **20th annual Asbury Aglow** will take place on the evening of **Wednesday, December 9.**

This holiday celebration for residents, staff, and the community features live entertainment, favorite holiday foods, and pictures with Santa and a winter wonderland for Asbury's youngest guests.

