



**ELDERCARE**  
MADE FOR THIS MOMENT



# WELCOME

As we enter the second year of the pandemic, the need to look anew at our system of long-term care in this country is more apparent than ever. The devastating impact of COVID-19 exposed not only society's ageist attitudes toward older adults, but also the failures of a prevailing model of nursing home care that warehouses its residents, prizes size and uniformity over individuality, reimburses providers inconsistently and often inadequately, and rarely provides living wages to the staff who work closest to elders.

As Chair of the Center for Innovation, the umbrella organization of The Green House® Project (GHP), I continue to believe that the impact of the coronavirus on elders and staff will inspire thought leaders, policy makers, and providers to make substantive changes that result in age-positive, elder-centered, non-institutional communities that are able to put people before systems and connection before isolation.

It is no secret that Green House homes have withstood the pandemic very well, especially when compared to traditional nursing homes across the country. This has been demonstrated by our COVID study with the University of North Carolina and its publication in the *Journal of Post-Acute and Long-Term Care Medicine*. Our small-house design with private rooms and bathrooms, easy access to the outdoors, and dedicated, consistent care teams make the virus more manageable. This evidence supports the fact that the Green House model was made for this moment.

On the following pages is an overview of the work that GHP does, including its services, our board of directors, and a directory that contains a comprehensive list of current Green House homes that operate a range of successful skilled nursing, assisted living, short-term rehabilitation, memory care, and veterans' homes.

We hope you will join us on our movement to eradicate institutional models of care, destigmatize aging, and humanize care for all people.

Sincerely,



Steve McAlilly  
Chair, Center for Innovation



# THE GREEN HOUSE DIFFERENCE

The Green House® Project (GHP) is a not-for-profit organization founded on the belief that everyone has the right to age with dignity. GHP seeks to protect this right through the creation of radically non-institutional eldercare environments—known as Green House homes—that empower the lives of people who live and work in them.

In consultation with progressive-minded providers, developers, and consumer groups, the Green House model offers elder-centered solutions that include project management, education, training, and tools that support enduring, transformative, and sustainable culture change.

GHP has worked with dozens of organizations around the country to build 359 Green House homes in 32 states. Backed by more than 17 years of experience, research, and evidence base, the Green House model has been proven to produce the following outcomes:

- Significantly lower rates of COVID-19 cases and deaths;
- Superior quality of life for elders;
- Greater consumer demand;
- Improved job satisfaction;
- Better staff-to-elder ratios; and
- Higher occupancy rates.

## THE GREEN HOUSE CORE VALUES

**Meaningful Life:** Homes that are centered on elders, where deep knowing, autonomy and control, and purposeful, meaningful engagement are key.

**Empowered Staff:** As part of a radical organizational redesign, empowered teams thrive on a collaborative coaching culture and shared decision making.

**Real Home:** Intentional communities of belonging that leverage the power of normal, deinstitutionalized living, and convivium (the sharing of good food in good company).



## Homes that Revolutionize Care & Disrupt the Status Quo

Central to GHP's mission is the development of Green House homes—small-scale, self-contained, and self-sufficient nursing home and assisted living settings that put elders at the center. Each home includes private rooms and bathrooms for each elder, a living room with a fireplace, a kitchen where meals are prepared, and outdoor spaces that are easy to access and navigate.

Based on an organizational structure that is radically different from other settings, the operation of each home is guided by the Green House core values.

Following are the key architecture and design features of the Green House model:

- Small in scale, self-contained, and self-sufficient.
- Designed to reinforce the identity of Elders and eliminate institutional signposts.
- Dedicated public, private, and support spaces that are small, accessible, easy to navigate, and include the following elements:
  - Living and dining rooms and open kitchens with pantries, dens, porches, and yards;
  - Private bedrooms, each with their own bathroom and shower; and
  - Home offices, laundry, and housekeeping closets.
- Outdoor spaces that are easy to access and navigate while creating familiar experiences for Elders.
- Universal design-friendly interior materials, colors, and furnishings that project a sense of warmth and normalcy.



## Comprehensive Culture Change In Traditional Settings

While GHP's core mission is to build new homes, not all providers have the land or capital to do so. In an effort to broaden the reach and deepen the impact of the movement to transform eldercare, GHP launched its Cultural Transformation initiative so that progressive-minded providers can implement comprehensive culture change within their traditional settings.

Often, culture change initiatives focus on changing employee behaviors without addressing the beliefs that underlie those behaviors, and without making

the deep system changes necessary to support and sustain a relationship-rich, person-directed culture.

Cultural Transformation is more than simply a process from 'this' to 'that'—it is a real transformation that unleashes the best of what can be.

## Best Life Dementia Care Approach

GHP's Best Life is a unique and holistic dementia care approach that helps people and organizations support those living with dementia to live rich and rewarding lives. What sets Best Life apart from other dementia care approaches is its strong foundation in GHP's core values, as well as its four principles, as follows:

- **Power of Normal:** Best Life strives to create a culture of normalcy to allow for individuals to live in the least restrictive environment possible and experience culturally typical activities.
- **Focus on Retained Abilities:** Best Life focuses on the value of providing people living with dementia (PLWD) the ability to experience real relationships with pets, nature, and people of all ages.
- **Dignity of Risk:** Best Life illuminates the reality that there is dignity in enabling PLWD the right to take risks.
- **Advocacy:** Best Life advocates for PLWD to have expanded experiences and choices, as well as the right for rehabilitation.

As a standalone educational option for progressive-minded memory care, assisted living, and nursing home providers, Best Life brings the best of GHP's knowledge and expertise into communities through training, coaching, and ongoing education.

## Model Sustainability

Innovation and disruption are indeed transforming eldercare. But ensuring its sustainability is an important aspect to preventing adopters from slipping back into institutional practices. As a key component of each of GHP's services, the Model Enrichment Resource Integrity Tool, or MERIT, was created in response to the need for enduring and sustainable change.

Designed to keep adopters on track and in sync with the transformation that GHP is known for, MERIT offers a comprehensive review of model fidelity within each home; comparisons to adopter organizations; and clinical, organizational, and financial outcome measures.

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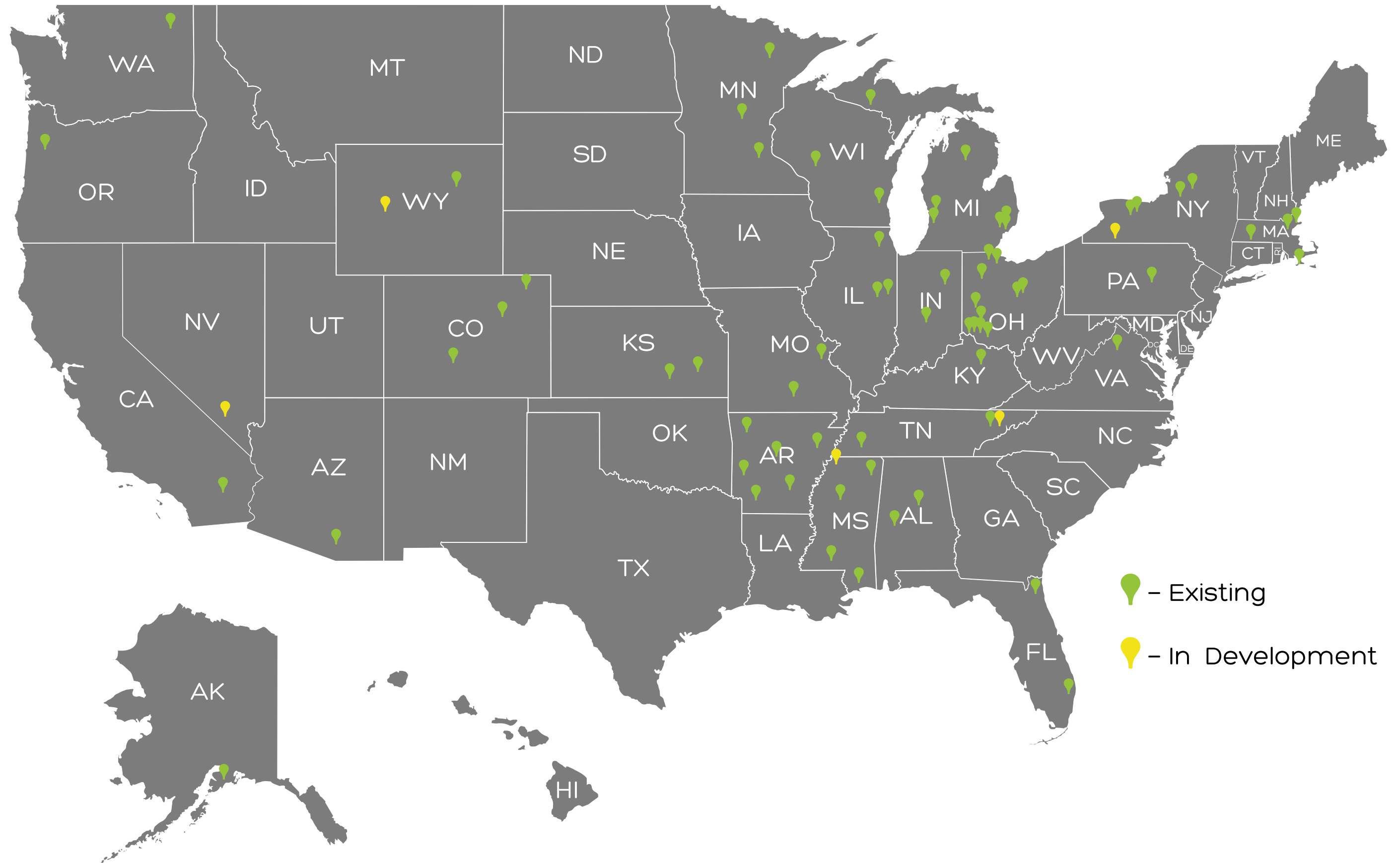


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# GREEN HOUSE HOME DIRECTORY



# GREEN HOUSE HOME DIRECTORY

Green House Organization	City	# of Homes	# of Elders	Affiliated with a Life Plan Community	Assisted Living (AL)	Skilled Nursing (SNF)	Faith-based	Veterans (VA)	Website
<b>ALASKA</b>									
Providence Seward Medical and Care Center	Seward	4	40			X			alaska.providence.org/locations/psmh/Pages/default.aspx
<b>ALABAMA</b>									
Tuscaloosa VA Medical Center	East Tuscaloosa	2	20			X		X	www.tuscaloosa.va.gov
St. Martin's in the Pines	Birmingham	9	90	X		X	X		stmartins.ws/the-cottages-long-term-skilled-nursing
<b>ARKANSAS</b>									
The Green House Cottages of Southern Hills	Rison	6	72			X			www.cottagesofsouthernhills.com
The Green House Cottages of Wentworth Place	Bentonville	6	72			X			cottagesofwentworthplace.com
The Green House Cottages of Belle Meade	Paragould	11	132			X			bellemeadecottages.com
The Green House Cottages of Poplar Grove	Little Rock	10	120			X			www.poplargrove.care
The Green House Homes at Legacy Village	Bentonville	6	60		X				legacyvillagearkansas.org
The Green House Cottages of Homewood	Mena	9	108			X			homewoodghc.com
The Green House Cottages of Walnut Ridge (COMING SOON)	Walnut Ridge	4	48			X			walnutridge.care
<b>ARIZONA</b>									
LifeStream Complete Senior Living at Youngtown	Youngtown	3	30		X	X	X		lifestreamliving.com
<b>CALIFORNIA</b>									
Mt. San Antonio Gardens	Pomona	2	20	X		X			msagardens.org/evergreen-villas
<b>COLORADO</b>									
The Katherine and Charles Hover Green Houses	Longmont	4	48	X		X			hovercommunity.org/skilled-care
Green House Homes at Mirasol	Loveland	9	60			X			mirasolgreenhousehomes.org
Washington County Nursing Home	Akron	4	40			X			colorado.gov/pacific/washingtoncounty/nursing-home
<b>FLORIDA</b>									
The Green House Residences at Bartram Park	Jacksonville	2	24	X	X				bartramlakes.org
The Woodlands at John Knox Village	Pompano	12	144	X		X			woodlandsjvk.com

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<b>ILLINOIS</b>									
Captain James A. Lovell Federal Health Care	North Chicago	4	40			X		X	www.lovell.fhcc.va.gov
VA Illiana Green House Homes	Danville	4	40			X		X	danville.va.gov
The Green House Homes at Clark-Lindsey	Urbana	2	24	X	X	X			clark-lindsey.com
<b>INDIANA</b>									
The Green House Cottages of Carmel	Carmel	6	72			X			greenhouseseniorliving.com
The Green House Village of Goshen	Goshen	4	48			X			bluediamondcommunities.com
<b>KANSAS</b>									
Asbury Park	Newton	6	60			X	X		asbury-park.org
Sun Porch – Smith County	Smith Center	2	22	X		X			sunporchsmith.org
<b>KENTUCKY</b>									
The Homeplace at Midway	Midway	4	48		X	X	X		homeplaceatmidway.com
<b>MASSACHUSETTS</b>									
White Oak Cottages	Westwood	2	24		X				whiteoakcottages.com
Leonard Florence Center for Living	Chelsea	10	100			X	X		chelseajewish.org
JGS Lifecare - Sosin Center	Longmeadow	2	24	X		X	X		jgslifecare.org
<b>MICHIGAN</b>									
Advantage Living Center - Redford	Redford	2	20	X		X			advantageliving.net/explore-our-communities/redford
Kalkaska Memorial Health Center	Kalkaska	2	20	X		X			munsonhealthcare.org/services/extended-care/kalkaska-memorial-health-center
Pinecrest Medical Care Facility	Powers	2	20			X			pinecrestcares.org/our-services-2
Porter Hills	Grand Rapids	2	20			X	X		porterhills.org/communities/green-house-homes
Resthaven Care Community	Holland	2	20			X	X		resthaven.org/services/nursing-care
The Thome Rivertown Neighborhood	Detroit	2	20		X		X		pvm.org/locations/rivertown
<b>MINNESOTA</b>									
BridgeWater - Hanover	N. Hanover	2	24		X				bridgewatermn.net
BridgeWater - Janesville	Janesville	2	24		X				bridgewatermn.net
The Gardens at Episcopal Homes	Saint Paul	6	60	X		X	X		ehomesmn.org/the-green-house
<b>MISSOURI</b>									
Cottages of Lake St. Louis	Lake St. Louis	6	60			X			cottageslsl.com
West Vue, Inc.	West Plains	3	30	X		X	X		wvi.westvueinc.org



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<b>MISSISSIPPI</b>									
Riggs Manor	Raymond	2	20		X		X		mss.org/index.php/locations/riggsmanor
The Green House Homes at Traceway	Tupelo	10	112	X		X	X		www.mss.org/Traceway
Wesley Meadows	Hernando	1	10	X	X		X		www.mss.org/WesleyMeadows
Martha Coker Green House Homes	Yazoo City	6	60			X	X		www.mss.org/MarthaCoker
Seashore Highlands	Gulfport	1	10		X		X		mss-seashorehighlands.org
<b>NEW YORK</b>									
The Eddy Village Green at Cohoes	Cohoes	16	192			X			www.sphp.com/location/eddy-village-green-at-cohoes
The Eddy Village Green at Beverwyck	Beverwyck	2	24			X			sphp.com/location/eddy-village-green-at-beverwyck
St. John's Home Penfield	Rochester	2	20	X		X	X		stjohnshome.com/green-house-project
Jewish Senior Life	Rochester	9	108	X		X	X		jewishseniorlife.org
<b>NEVADA</b>									
Villas at Centennial Hills (COMING SOON)	Las Vegas	6	72			X			ghvillas.com
<b>OHIO</b>									
The Green House Homes at Willow Ridge	Bluffton	2	20			X	X		mhcoliving.org/willow-ridge
Otterbein Gahanna	Gahanna	5	50	X		X	X		otterbein.org/find-a-location/all-neighborhoods
Otterbein Loveland	Loveland	5	50	X		X	X		otterbein.org/find-a-location/all-neighborhoods
Otterbein Maineville	Maineville	5	50	X		X	X		otterbein.org/find-a-location/all-neighborhoods
Otterbein Marblehead	Lakeside Marblehead	2	20	X			X		otterbein.org/find-a-location/all-neighborhoods
Otterbein Middletown	Middletown	5	50	X		X	X		otterbein.org/find-a-location/all-neighborhoods
Otterbein Monclova	Monclova	5	50	X		X	X		otterbein.org/find-a-location/all-neighborhoods
Otterbein New Albany	New Albany	5	50	X		X	X		otterbein.org/find-a-location/all-neighborhoods
Otterbein Perrysburg	Perrysburg	5	50	X		X	X		otterbein.org/find-a-location/all-neighborhoods
Otterbein Springboro	Centerville	5	50	X		X	X		otterbein.org/find-a-location/all-neighborhoods
Otterbein Union Twp.	Batavia	5	50	X		X	X		otterbein.org/find-a-location/all-neighborhoods
The Greens at Lima Convalescent	Lima	2	24				X		limaconvalescenthome.com

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<b>OREGON</b>									
Harold Schnitzer Center for Living	Portland	4	48	X		X	X		<a href="http://www.cedarsinapark.org/long-term-care-port-land-oregon">www.cedarsinapark.org/long-term-care-port-land-oregon</a>
<b>PENNSYLVANIA</b>									
Londonderry Village Homes	Palmyra	6	60	X		X	X		<a href="http://www.lvbh.org/green-houses">http://www.lvbh.org/green-houses</a>
<b>RHODE ISLAND</b>									
Saint Elizabeth	East Greenwich	4	48	X		X			<a href="http://stelizabethcommunity.org">stelizabethcommunity.org</a>
<b>TENNESSEE</b>									
Ave Maria Home	Bartlett	9	90			X	X		<a href="http://avemariahome.org">avemariahome.org</a>
Jefferson Park at Dandridge	Dandridge	3	30			X			<a href="http://jcnh.org">jcnh.org</a>
Jefferson Park at White Pine (COMING SOON)	White Pine	3	30			X			
<b>VIRGINIA</b>									
The Green House Homes at Woodland Park	Harrisonburg	8	85	X		X	X		<a href="http://vmrc.org">vmrc.org</a>
<b>WASHINGTON</b>									
Jamie's Place	Winthrop	2	12		X				<a href="http://jamiesplacehomes.org/index.html">jamiesplacehomes.org/index.html</a>
<b>WISCONSIN</b>									
Miravida Living - Eden Meadows	Oshkosh	2	20	X		X	X		<a href="http://www.miravidaliving.com/eden-meadows-green-houses">www.miravidaliving.com/eden-meadows-green-houses</a>
Clement J. Zablocki VA Medical Center	Milwaukee	3	30			X		X	<a href="http://www.milwaukee.va.gov">www.milwaukee.va.gov</a>
Tomah VA Medical Center	Tomah	2	20			X		X	<a href="http://www.tomah.va.gov/TOMAH">www.tomah.va.gov/TOMAH</a>
<b>WYOMING</b>									
Green House Living for Sheridan	Sheridan	4	48			X			<a href="http://sheridangreenhouse.org">sheridangreenhouse.org</a>
Wyoming Life Resource Center - COMING SOON	Lander	10	100			X			<a href="https://health.wyo.gov/behavioralhealth/wlrc">https://health.wyo.gov/behavioralhealth/wlrc</a>



 **the green house project**  
 Revolutionizing care to empower lives.

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