



GUIDEBOOK

2022



The Green House Project was founded in 2003 with a radically common-sense idea: eliminate the traditional institutional nursing home by creating actual homes where elders live autonomous lives and receive dignified, personalized, and high-quality care.

Since then, we've helped providers build over 371 Green House homes across the country. The model gained unprecedented publicity during the COVID-19 pandemic, when Green House living showed its powerful ability to curb infections and retain quality staff, but we've known for almost two decades that smaller is better - whether it's the physical buildings or the tight-knit, empowered care teams that staff them.

This guidebook provides an overview of the Green House way, from architecture to staffing to the elder-directed culture that sets our vision apart from other small-home nursing care alternatives.

We hope this information inspires you to contact our team about bringing a Green House campus to your community.

Together, we can live the Green House core values - Meaningful Life, Empowered Staff, and Real Home - while truly transforming eldercare in the United States and around the world.



VISION

The Green House Project has a bold vision for reshaping eldercare:

By 2030, every elder in the United States is able to access quality, person-directed living in the setting of their choice.

For elders who by choice or necessity seek out communal living options, we believe that The Green House Project's combination of small-home design and elder-driven culture represents the new baseline standard for elder services and supports - and it should replace the institutional, medical nursing home that currently dominates the care landscape. This level of care must be available to all elders regardless of their race, income, savings, hometown, or type of insurance coverage.





OVERVIEW



Green House homes are best known for offering private rooms and bathrooms - basic necessities for all people that are rare in current long-term care settings - but the model encompasses far more than just privacy.

Green House homes are built on the foundation of three unshakable core values: **Meaningful Life, Empowered Staff, and Real Home.**

A Green House campus features small homes, consisting of 10 to 12 elders. Each home's design includes a spacious living area and an open kitchen, along with easy access to secure outdoor spaces. The goal is going beyond adding "home-like" touches to existing nursing homes and creating a true home design where elders direct the rhythms of daily life - with the support of care partners who have the time, skills, and autonomy to provide the direct attention that leads to better outcomes and satisfaction.



CORE FEATURES

The exact design can vary substantially depending on each community's needs; while most Green House homes are licensed as skilled care nursing homes, about 15% operate as assisted living or other communal homes based on local and state regulations. But all Green House campuses must include several vital features that define the model:

- A self-managed work team consisting of universal care partners called Shahbazim (singular: Shahbaz), a certified nursing assistant who also cooks meals in the communal open kitchen, performs light housekeeping tasks, and supports meaningful engagement within the home. In direct and continued consultation with the elders, the Shahbazim are responsible for managing day-to-day life in each home.
- A Guide, the formal supervisor of the self-managed work team, coaches and empowers Shahbazim to provide the very best elder-directed care.
- A clinical team consisting of a medical director, registered nurses, therapists, pharmacists, activities professionals, social workers, and other specialists

The self-managed work team creates an environment where frontline care partners - the people who spend the most time with elders - are empowered to make decisions and create meaningful experiences for the residents. Shahbazim aren't at the bottom of a top-down hierarchy; rather, they are at the center of day-to-day operations and integral leaders whose opinions and experience matter.

Taken together, Green House homes are true communities of people with one goal in mind: fostering and maintaining an empowering, fulfilling life for elders regardless of their physical and cognitive abilities. In Green House homes, elders aren't a collection of medical problems to be managed and minimized - **they're humans with as much value and worth as people at all other stages of life.**

ARCHITECTURE & DESIGN

Because each Green House community is meant to be a true home to elders - and because each city and town has different housing and land-use patterns - the model offers significant flexibility around the precise definition of home.

For urban dwellers, a multi-story apartment building or townhome might be most comfortable and familiar; but for suburban and rural residents, home probably looks like a single-family house with ample surrounding land.

The first Green House homes were in Tupelo, Miss., where plentiful land allowed for single-family-sized cottages, but that's only one type of Green House campus. The Leonard Florence Center in urban Chelsea, Mass. built a vertical Green House with two autonomous Green House homes on each floor separated by an elevator bank.



Regardless of the macro-level design, each home must be designed to house 10-12 elders maximum, and must include the following:

- A hearth with fireplace that serves as the anchor of the living area, dining area, and open kitchen.
- Private bedrooms, each with its own private three-piece bathroom (toilet, sink, shower) and secured medicine cabinet, eliminating the need for institutional medical carts.
- A single dining table capable of seating all elders and Shahbazim.
- A safe lifting environment utilizing ceiling lifts from bed to toilet.
- Open and accessible spaces to elders, including secured outdoor areas.
- Open sight lines from the kitchen to the hearth area, bedrooms, and outdoor space.
- Plentiful windows to encourage natural light and views.

Just as important as what's included in the design is what's left out:

- Administrative offices are maintained separately from the homes
- Physical separation between homes, whether it's green space or an elevator, reinforces the autonomy of each work team and the individual home.
- Institutional design touches such as harsh fluorescent lighting, long hallways, and nurses' stations have no place in a home, and thus they have no place in a Green House home.

Our team works closely with each developer's architects, plus local and state regulatory agencies, to ensure that all designs meet model requirements.





OUTCOMES

The Green House Project's unique model gained unprecedented attention in the wake of COVID-19, when both the physical design and staffing model helped Green House communities experience **50% fewer infections** and a death rate that was **30% of the national total** in long-term care during 2020. Those trends continued into 2021, even as the nation's long-term care facilities continued to struggle with deadly outbreaks.

But the benefits of the Green House model go far beyond simple infection control, as nearly 20 years of research has demonstrated.



ELDERS

Compared to elders residing in traditional institutional nursing homes, research has illustrated that those living in Green House communities:

- Report improvement in seven key domains that measure quality of life: privacy, dignity, meaningful activity, relationships, autonomy, individuality and food enjoyment, as well as overall wellbeing.
- Maintain self-care abilities longer, with fewer experiencing declines in late-loss activities of daily living (ADLs)
- Are less likely to experience an inability to get out of bed, depression, or have little to no day-to-day activity
- Have families that are more satisfied with the amenities, housekeeping, physical design, privacy, autonomy, and health care provided
- Acquire fewer pressure ulcers

WORKERS

Compared to workers in traditional nursing homes, care partners at Green House communities:

- Spend 23 to 31 more minutes providing direct care to each elder every day
- Report four times as much engagement with elders outside of caregiving tasks
- Have less job-related stress
- Provide more timely interventions due to closer relationships with elders
- Feel greater job satisfaction and are less likely to leave their jobs

PROVIDERS

Compared to traditional nursing homes, Green House providers can typically expect:

- Greater demand and occupancy
- Comparable operational costs with less overhead, allowing for more spending on direct resident care
- Substantially lower staff turnover

FINANCIAL VIABILITY

Because a Green House community looks so different from the common conception of a nursing home, providers and investors are quick to assume that the model can't work from a financial or operational standpoint. But nearly 20 years of experience - and 371 homes in operation - prove that assumption wrong.

Because the universal caregiver model significantly reduces administrative overhead, Green House providers can deploy dollars where they matter most - direct care - and less on the things that don't, such as administrative expenses and third-party agency staffing support.

In addition to being more efficient, the Green House model is simply more desirable for elders and their families, particularly in the wake of COVID-19. Private bedrooms and bathrooms, plentiful outdoor space, and better health and wellness outcomes will attract referrals from health care providers, managed care plans, and the community at large - turning a campus into the provider of choice in any given market.



TECHNICAL ASSISTANCE

When you work with The Green House Project, you're getting almost twenty years of experience with every aspect of development.

Don't go it alone: Learn how GHP's comprehensive consulting services will protect your investment by creating a financially and operationally successful community for years to come.

FINANCIAL FEASIBILITY

Our proprietary Financial Feasibility Model (FFM) creates a pro forma to ensure that the development of Green House communities will be financially feasible. Additionally, the FFM creates an operational pro forma to ensure opening and ongoing operations are sustainable.

Design and Architectural Review

GHP's team works with architects to ensure that the final design meets The Green House Project trademark requirements, offering input at both schematic and development design stages.



PROJECT COACH

A dedicated Project Coach is assigned to each Green House development from start to six months after completion. As your go-to GHP contact, the Coach assists with multiple aspects of the development process, including:

- **Project Planning:** The Coach works with the adopter organization's leadership to create and customize a project plan with clear tasks and timelines. The Coach also facilitates regular calls with the entire project team to ensure smooth progress.
- **Regulatory Approvals:** GHP has navigated the regulatory process in 32 states and has extensive experience working with government officials and inspectors to ensure projects meet all applicable codes and regulations. Your Coach will review federal and state regulations and act as a liaison between your organization and relevant decision-makers to identify and resolve potential concerns.
- **Operational Implementation:** The Coach assists in developing site-specific operational policies, job descriptions, hiring practices, and strategies for starting up new homes.
- **Public Relations:** The Coach offers tools and assistance for promoting the new Green House community, including strategies for working with the press and detailed instructions for hosting a grand opening.

Leadership Development & Staff Education

The Green House Project team provides nearly 200 hours of educational programming to ensure the successful establishment and operation of The Green House homes. Key educational components include:

House homes. Key educational components include:

- A leadership team workshop focused on building skills to lead an organization through transformational change, including participatory decision-making.
- An education program for individuals preparing to serve as Green House Guides to develop the critical skills and knowledge needed to effectively coach self-managed work teams
- An education program for nurses on their key roles within the Green House model
- A workshop for clinical support team members workshop to build coaching skills
- A 120-hour education curriculum to prepare Shahbazim, nurses, and clinical support team members to work as self-managed work teams, giving them the skills and knowledge to support elders' self-direction, daily life, and tasks in Green House homes
- A course to prepare on-site educators to teach and mentor new staff



ARCHITECTURE & DESIGN SUPPLEMENT



Floor plans, tips, and case studies
from our trusted architecture
and design partners.



DESIGN TIPS FROM **SWBR** SINGLE-STORY HOMES

A wonderful benefit of the single-story model is the ability to create *real home* at a meaningful and familiar scale and architectural style. Every community is unique, and every home can reflect an individual and authentic character. An equally important benefit of the single-story model is the exceptional connection to the natural world which elders. The seamless ability to access front porches, screen porches, and rear yards provides for an unparalleled level of independence and *meaningful life*.

SITE PLANNING

Creating a sense of arrival and curb appeal begins with site planning. The approach to homes is important and should be considered at the earliest planning meetings. When creating

clusters of homes, face the homes toward the community. Allow areas for parking to occur naturally, in driveways and on widened streets; avoid parking lots.



EXTERIOR DESIGN

Warmth and intimacy are created through use of architecture, materiality, color, and landscape. A front porch is more than a covered entry; it is the first room of a home, a place to greet guests and be connected to the neighborhood. Treat the front door like a portal, making it substantial and gracious.

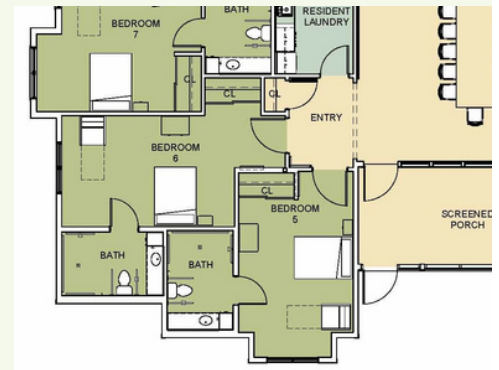
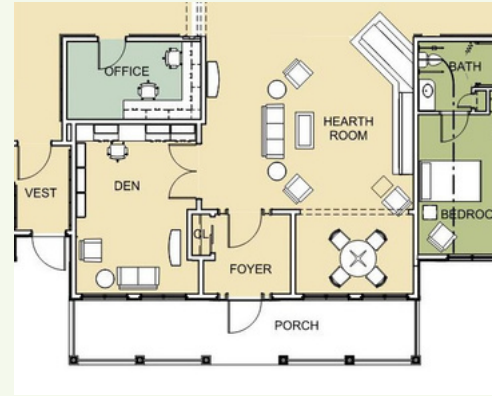
DESIGN TIPS FROM **SWBR**

Special design consideration must be given to unlock the inherent benefits of a single-story home. The entry sequence is especially important to create security, privacy, and sense of home. Here thought can be given to placement of interior spaces that will provide elders varied opportunities to engage with the community and each other while providing options for safe family visits during times of heightened infection prevention.

All rooms of the home should be on an outside wall for light, ventilation, and views. Skylights do not take the place of windows.

Creating bedroom alcoves provides elders with semi-private areas as buffers to their private bedrooms while eliminating the need for multiple doors in the Hearth area, positively impacting room functionality.

Providing the kitchen sink with large windows overlooking the courtyard promotes elder use of the courtyard as both staff and elders feel more secure with this vital space.





DESIGN TIPS FROM PERKINS — EASTMAN MULTI-STORY HOMES

Providers of all different sizes embrace the Green House values and principles, and the resulting homes are not always the single-story, free-standing buildings that are most commonly associated with Green House homes. The model can be readily implemented as a multi-story Green House home, supporting an organization's core values while making the most of limited resources.

WHY BUILD VERTICALLY?

When developing a new Green House home, design and development teams face challenges including limited land availability, high development costs, and limited staff. Adopting a multi-story approach allows teams to create homes with a much smaller footprint and lower development costs due to several factors:

- A single foundation
- One roof for multiple stacked homes
- A single service connection
- Shared site infrastructure



DESIGN TIPS FROM PERKINS — EASTMAN

A three-story Green House home has all of the elements of a single-story home, including private bedrooms and bathrooms for 10 to 12 residents, a central kitchen, a hearth for gathering, a den, and a porch.

A ground-floor main entrance vestibule creates a transitional space between the building and the larger community, providing an interior space protected from the elements but still separate from the Green House homes.

This vestibule also connects to the elevator lobby that, at each floor, opens into another entrance area with its own front door and doorbell — maintaining the privacy and autonomy of each home unit.

A porch should be provided at each floor to allow for accessible and independent access to an outdoor space. Multi-story Green House home porches, by their nature, come with the advantage of a view.



The built environment supports community connections. A shared front porch, accessed through the outer vestibule, creates a space for people to connect to each other and the broader context of their neighborhood.

Elders of the three vertically stacked homes can also have access to a shared courtyard and adapt its use based on resident interests, including gardening, picnics, and group events.

