



## THE GREEN HOUSE PROJECT

caring homes for meaningful lives<sup>SM</sup>

THE GREEN HOUSE<sup>®</sup> HOMES AT GREEN HILL, NJ

### The Green House Homes at Green Hill, NJ

Green Hill is a not-for-profit organization offering senior living services since 1866. Green Hill has grown from serving 13 residents in 1866 to 148 in 2009. It offers services across the continuum of care—skilled nursing services, sub-acute rehabilitation, hospice care, assisted living and residential catered living. Green Hill has been working diligently to develop a more resident-centered culture.

In fall 2009, Green Hill will break ground for six Green House homes. Each home will house ten elders and will enable Green Hill to replace 57 Medicaid/Medicare certified skilled nursing beds with Green House homes. While the existing skilled nursing facility will remain intact, it will be renovated toward the Green House concept in terms of its physical environment as well as its workforce philosophy and emphasis on resident-centered care. Green Hill is proud that it will be home to the first Green House homes in New Jersey—scheduled to open in October 2010.

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### A New Alternative to Institutional Care

When people need long-term care, they often must move to a nursing home or another institutional-type setting. The Robert Wood Johnson Foundation believes there is a better way to deliver and receive skilled long-term nursing care.

The Green House approach is a radically new, non-institutional model that reinvents the experience of long-term care for elders. Elders receive needed assistance and care in small homes that meet all required state and federal regulatory and reimbursement criteria for licensure as skilled nursing facilities. NCB Capital Impact provides technical assistance, pre-development loans and ongoing support to Green House providers.

As of September 2009, the National Green House Replication Initiative is active in 26 states with:

- 58 homes open
- 30 homes under construction
- 98 homes in development

### The Model and Key Elements

The Green House model combines small homes with the full range of personal care and clinical services. Each element of The Green House model's operation and design is crafted to de-institutionalize skilled long-term care and return control, dignity, and a sense of well-being to residents, their families and direct care staff.

**Physical environment**—Each Green House home is a self-contained house for approximately 10 people. Residents, or “elders,” have their own private bedrooms and bathrooms, which are situated around the hearth, an open kitchen and a dining area. Green House homes look and feel like home.

**Workforce**—Direct care staff (called Shahbazim) report higher levels of job satisfaction and spend more quality, one-on-one time with residents than in institutional settings. Staff share all household and care responsibilities and rotate leadership positions in these duties, which is atypical in traditional nursing homes. Job satisfaction results in significant decreases in staff turnover for many Green House providers, contributing to the consistency of care and relationships as well as improved working environments based on team decision-making and collaboration.

**Person centered care**—All aspects of living environment and health care are designed to allow a higher quality of life for elders. For instance, there is no pre-established schedule. Elders work with staff to set all of their daily activities and meal times. Elders receive needed care without that care becoming the focus of their existence.

**Market based approach**—The Robert Wood Johnson Foundation does not provide any direct funding to individual sites. The Green House homes are designed, built, and operated with a mix of public and private dollars. The Green House homes serve both private pay and Medicaid-eligible residents. A core element of The Green House Project's mission is to serve low-income individuals, regardless of their ability to pay.

### Preliminary Findings

Several completed research projects compared Green House projects to nursing homes. Some findings include:

- Significantly improved quality of life for elders, as measured in an array of domains including privacy, dignity, autonomy, relationships and overall well-being
- Direct care staff in Green House homes spend more meaningful time with elders
- Higher levels of satisfaction reported by families and staff
- Less prevalence of depression by elders