

engage!

United Methodist Homes

**A Hedge of
Protection and
a Hot Cup of Prayer**

**That Old
Neighborhood**

A Uniform Change

**Helping
Organizations Grow**



engage!

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Cover Photo:

Covenant Manor resident, George Grimstead stays fit by playing tennis.

A LETTER FROM THE EDITOR

Life happens here every day and culture change will enrich the lives of residents throughout ten United Methodist Homes' communities. This issue of *Engage* elucidates that wonderful journey. Think of culture change as the shift from an institutional focus to person centered care. The shift brings a much-needed human touch and evidence shows that residents thrive when given autonomy.

Culture change begs the question, "What does a resident want and how did they do it when they lived in their own home?" In affordable housing they continue to participate in events that promote health, wellness and education along with activities just for fun. They're focusing on "Making a Difference." Residents brainstorm possibilities that could be meaningful for one individual or for a larger group.

Indeed, we want residents to feel at home, to continue to be active and enjoy the pleasures that have, over time, made their lives full and complete. Home welcomes and accommodates the simplicities which make us secure and contented.

We would be remiss not to inform readers of our post-tropical cyclone Sandy endeavors. Guided by local emergency management personnel advisories, our disaster and emergency plans came into play. However, this time, a Command Center played a pivotal role coordinating the mobilization, evacuations and return, and maintaining internal and external communication bolstered by our dedicated associates.

Wishing you a "hot cup of prayer" over the winter months!



A handwritten signature in red ink that reads "Janet".

Janet M. Carrato, Editor

A HEDGE OF PROTECTION AND A HOT CUP OF PRAYER

By Janet M. Carrato

United Methodist Homes' associates prayed together when learning of the forecast for category 1 Hurricane Sandy. Entrusted with the welfare of almost 1,400 residents in 10 communities, they requested wisdom, safety and protection.

The Homes' disaster and emergency plans were well tested during Hurricane Irene in 2011.

To ensure effective communication organization-wide conference calls began on October 25 and continued for one week. Initially as per the Offices of Emergency Management (OEM) recommendations, the Homes' leadership determined that all would shelter in place with the potential to evacuate.

With the storm predicted to hit New Jersey on October 29, the previous week focused on preparation. We began to make buildings ready for evacuation or to receive others. Staff anticipated and secured essential supplies, provisions, equipment and transportation. Residents and their families and associates received multiple communications. Some residents sheltered with family members.

Our four coastal communities gave particular concern: Francis Asbury Manor in Ocean Grove; The Shores at Wesley Manor and Wesley by the Bay, in Ocean City; and Wesleyan Arms in Red Bank. On Saturday, the Homes' leadership mandated evacuation. Nearly 500 residents in these four communities along with associates, exited on Sunday.

The Shores at Wesley Manor and Wesley by the Bay traveled to Pitman Manor, Collingswood Manor and to a hotel in Mount Laurel. Similarly, Francis Asbury Manor traveled to Bristol Glen and an area hotel. Wesleyan Arms residents found sanctuary at the nearby Salvation Army.

Some associates left their own homes and families behind, while others brought children along.

Twelve hundred residents and associates at the three receiving communities lovingly displayed radical hospitality. Together for five days, associates served meals, set up cots, played games, made new friends, laundered linens, and responded to the needs presented.

An around-the-clock Command Center at the Home Office served coordinated operations through November 2. It monitored an emergency phone line and posted on Facebook and the Homes' website. Personnel confirmed the whereabouts and safety of residents when concerned loved ones inquired. President and CEO Lawrence Carlson, positioned at the Command Center, continued to hold conference calls with key personnel.

After obtaining the required permission from the local OEMs on Wednesday, Thursday became the target day to return. It proceeded with the same care and precision as the evacuation. Residents were greeted by staff, escorted indoors, and treated to a special homecoming dinner.

Sandy, now officially a post-tropical cyclone, miraculously did not damage The Shores at Wesley Manor and Wesley by the Bay, both surrounded by bay and ocean. Similarly, Francis Asbury Manor, just a few blocks from the ocean, survived without incident. We can only conclude that the Lord placed a "hedge of protection" around us. Many people posted prayer messages on Facebook—a gesture which touched us deeply.

Beth Sander Cook, a former associate posted, "Please know that here in Arkansas, both myself and my entire congregation are praying for you, admiring your fortitude, and holding out a hot cup of prayer, as you care for the residents you love!"



FOUR STEPS TO A HOUSEHOLD MODEL

By Janet M. Carrato

In late September, we continued on our two-year journey with Action Pact, a national consulting group that assists elder care organizations with culture change. This second session focused on the Four Stages of Culture Change: *Institutional*, *Transformational*, *Neighborhood*, and finally, *Household*. Staff, residents and their families are working together toward a common goal: to create environments where residents can live their lives in a pleasant, satisfying and meaningful manner.

Institutional, the longstanding traditional model, dominates most nursing facilities. The space usually contains a nursing unit or station, med cart, chart storage and utility areas. The *Transformational* stage represents the beginnings of key culture change attributes but still resembles the previous stage in terms of organizing services around a nursing unit. Everyone is beginning to work toward person-centered care and residents are given more dining and bathing choices. For example, they can shower or take long soaks in the tub. We'll provide their preferred amenities such as a warm towel, special bathrobe, particular brand of soap, or body lotion. They no longer have to bathe or dine at an appointed time dictated by a schedule.

The third stage, *Neighborhood*, breaks up the typical cluster of up to 20 resident rooms around the nursing unit into smaller functional neighborhoods. They share dining, laundry, activities, bathing and other core services with other neighborhoods. Staff consistently works in the same neighborhood in self-directed teams. Learning circles and other group discussion processes encourage real input into decision-making.

The last or *Household* stage consists of small clusters of 20 to 25 residents. Private space increases and core

services are centralized. Each household has its own full kitchen, common dining and living areas, private bedrooms, etc. Because the Institutional model lacks the architectural and interior design amenities to support this, renovation to the physical environment are usually necessary. Such is the case at The Shores at Wesley Manor in Ocean City (see *That Old Neighborhood Feeling* on page 5).

The casual visitor could determine the culture change stage of an organization by observing the level of resident-directed decision-making, staffing roles, physical environment, organizational redesign and leadership practices. A major culture change area within any organization is relationship dynamics. Residents possess greater control over their daily routines and are much happier and involved than those in the institutional stage.

Consider Mr. W. who spent the bulk of his days mostly asleep. He was sluggish, had a hard time getting up and ready for the day and required assistance eating. Then the staff in his neighborhood decided to individualize the residents' sleep plans, finding ways to let them sleep through the night without being awakened and to wake naturally in the morning. The change in Mr. W was nearly miraculous after the first night. At 8:30 a.m. he was wide-awake, said good morning and was ready to get out of bed. Several more firsts, positively impacting his engagement, followed because he was getting a good night's rest. More flexibility and individual choice leads to more positive outcomes.

In the meantime, Action Pact continues to assist our teams and corporate leadership members who have been bringing skills, tools and resources back to their communities. Regardless of their culture change stage, all are moving toward "home."

For more information about Action Pact, visit their website at www.actionpact.com.

(BRINGING BACK) THAT OLD NEIGHBORHOOD FEELING

By Pat Darcey

She remembers her old neighborhood...it's so much a part of her...she played stick ball there...skipped rope...bought penny candy at the corner store...and got her first kiss. Throughout her girlhood, her neighborhood was her support.

Fondly she remembers growing up...getting married in the neighborhood church...watching her husband go off to war...and celebrating his return. She raised her kids there...sent them off to school...saw them marry and leave home to settle into neighborhoods of their own. Throughout her life, her neighborhood was there for her.

Older now, and alone, she's thinking of moving to a senior community. She needs some help with things like showering, dressing – things like that. She's accepted the fact that what she loved most about life in the old neighborhood was simply a feeling – a feeling of belonging...of friendships...of being a part of something. She's hoping she'll find that old feeling in her new neighborhood.

Taking the Initiative: Changing the Culture

In mid 2012, United Methodist Homes of New Jersey consulted with the worldwide firm of Perkins Eastman, experts in progressive and innovative design for senior living environments. Together they explored ways to create a more homelike atmosphere for residents in the Homes' senior communities. A Master Plan was developed and the project—which will be divided into a series of small projects and spread over a decade—was launched at The Shores at Wesley Manor in Ocean City.

The initial project will work to alter the environment and the way that care is delivered in the Healthcare Center. “We realize residents expectations are changing and want a community that feels very much like the neighborhood where they once lived,” said Arch Pelley, a Perkins Eastman principal.

His colleague, Martin Siefering, also a Perkins Eastman principal, echoed, “The new design will move away from institutional and introduce the concept of households.” He added that, “Each separate household will be set up like an apartment with an entry door, living and dining space and living quarters for 18 to 20 residents in each household.”

The Master Plan calls for warm colors, natural woods, and an easily accessible living room, dining room and kitchen. “We will plan for more flexibility around dining,” Pelley said, “with a stocked kitchen and casual living spaces.”

Siefering exclaimed, “Our goal is to strengthen the overall Shores community, while creating a feeling of ‘neighborhoods’ in the Healthcare Center.”



LIFE HAPPENS HERE EVERY DAY;

CULTURE CHANGE IN AFFORDABLE HOUSING

By Deede Bolger

The challenge in the five affordable housing communities is quite different than in traditional care settings. Although housing is not tagged as care-providers, it is not possible to have 50 to 70 seniors under one roof without attending to their needs. Housing residents live in their own apartments and continue to pursue lifelong patterns of socialization. We often hear, “It’s just like any other nice apartment but here someone cares if you are lonely or bored.”

Affordable housing will be growing that difference and incorporating person centered care. Official signage has been removed from common spaces because none of us has signs in our home!

The learning journey began by combining all housing associates and residents in focus groups to determine where we are now, and then, the “bucket list” of future opportunities. Great emphasis will be placed on relationship building between residents and staff. Associates will be allowed time during the workday to interact more meaningfully with residents.

Covenant Manor will be adding a love seat and coffee table to their Community Room to evoke true feelings of home, encourage more conversation and relaxation, and a greater sense of belonging. Residents are preparing an angel tree for children in need. In December they treated themselves to a play and lunch at the Hunterdon Hills Playhouse. Residents are taking ownership of their lives, and it begins with their honest input.

Bishop Taylor Manor celebrates culture change by involving residents in local causes. National Breast Cancer Awareness Month yielded an opportunity for healthy food and awareness events. Residents and associates cooked healthy meals and talked about how this could be

healthier than eating out. Associates have begun to meet with residents to translate how culture change should occur given the unique needs and perspectives of both older (80+) and younger seniors (65+).

Culture Change at **PineRidge of Montclair** is primarily about establishing and maintaining associate-resident relationships. Associates proudly state that whether engaged one-on-one or in groups, resident interaction takes many forms, from playful conversations to purpose-driven meetings. While staff encourages resident autonomy, they also try to provide enticing activities, reflecting their concern for resident well being and their “family” perspective.

Wesleyan Arms’ residents explored the Homes’ Mission and Values statements to determine a direction for culture change. They participate in events that promote health, wellness and education or fun, such as birthday parties, W’s Club meetings, breakfast at the Arms Café, computer training, exercise, health lectures and clinics, and the travelling dinner club.

At **Wesley by the Bay** more residents are helping neighbors with the daily activities of life. Several spiritual and social offerings occur each month augmented by exercise sessions, outings and educational opportunities. Their initiative is focusing on “Making a Difference.” Residents brainstorm possibilities that could be meaningful for one individual or for a larger group.

The Homes’ five housing communities have the goal to encourage residents to feel at home, to be active and enjoy the simple pleasures.

Life happens here every day.

A UNIFORM CHANGE

By Carol McKinley



Key Esslinger, CNA, and Beth Glenn, CMA, wear their light green polo shirts with the Pitman Manor logo.

The United Methodist Homes recently overhauled their uniform policy. All associates are now wearing a less medically oriented uniform on the job. The new uniform includes a business casual pant of khaki, navy, or black and a colorful polo shirt. The polo shirt bears the name of the community in which the associate works as well as the United Methodist Homes' logo.

Additionally, the color of the shirt reflects the department and/or profession in which the associate is employed. This helps residents more readily determine who is a nurse from an aide from a housekeeper and so forth.

Why the change? The United Methodist Homes as a whole is embarking on a shift in care paradigms. We are transitioning, like healthcare communities across the country, from an institutional model of care to a more home-like environment of care. Scrubs and traditional healthcare uniforms are noted to project an institutional atmosphere—a setting for sick people. The less medical attire shifts the focus to a more normal lifestyle like one would find at home.

As part of this reflection of home, we wish to build closer relationships between our associates and our residents. Scrubs and traditional healthcare attire tend to hinder this process. They reflect a sense of “we are here to work,” “we are different from you” and “we are in charge.” The new uniform, we believe, will help break down these barriers encouraging our seniors to engage with those who are providing their care.

Overall, the United Methodist Homes is committed to quality person centered care within an environment that reminds our residents of home. Our associates have been wearing their new uniforms since October 1, 2012. Everyone is already sensing a difference.

On behalf of President and CEO Larry Carlson, United Methodist Homes' board of directors and leadership,

we extend our profound gratitude to our associates.

During the unprecedented superstorm, Sandy, they launched the evacuation of nearly 500 residents from four of our senior communities.

They were sheltered for five days at three of their sister communities, local hotels and shelters, impacting 1200 residents and associates, who displayed

radical hospitality.

A MINISTERIAL PLACE OF SHELTER



By Janet M. Carrato

Sharon D. Clapp, M.Div. has been appointed and assumed the role of vice president of development for the United Methodist Homes Foundation.

Sharon will

lead the trustees and staff in creating a culture of philanthropy throughout the organization by enhancing giving and communication programs.

Along with the Foundation's board of trustees, Sharon will be responsible for oversight and management of the Development Office including raising funds for capital campaigns, Fellowship Fund, endowment and other philanthropic priorities and for the cultivation and stewardship of donors.

"Sharon brings a wealth of experience in philanthropic organizations, a proven track record in fundraising and is well regarded by the organizations she has served," United Methodist Homes' President and CEO Lawrence D. Carlson remarked. "Sharon's development of relationships in New Jersey will be a key ingredient of our ability to grow the Homes' Foundation which serves the needs of our under-resourced residents. Additionally, her presence will strengthen the Homes' leadership team."

Rev. Clapp earned a Bachelor of Journalism, Marketing and Public Relations from Norfolk State University and a Master of Divinity from the Samuel Dewitt Proctor School of Theology at Virginia Union University. The Partnership for Philanthropic Planning, Association of Fundraising Professionals and National Association of Female Executives are

among her current professional affiliations. She has served on the boards of the Volunteer Center of Bergen County, Imani Foundation and the AIDS National Interfaith Network.

Sharon previously directed the Office of Philanthropic Services for the General Council on Finance and Administration and worked for the United Methodist Church Foundation. Here in New Jersey, she was executive pastor at Calvary Church in Garfield and associate minister at Community Baptist Church in Englewood. As executive director of a nonprofit organization, she dealt with capacity building for religious organizations, local churches and community development corporations.

Sharon reflects, "Psalms 55:8 reads, 'I would hurry to my place of shelter....' Through the work of the United Methodist Homes many have found their place of shelter. I have eagerly taken God's outstretched hand to partner with Him in this endeavor and to create an endowment that will ensure that no one will ever be turned away because of an inability to pay. I believe that my journey thus far in life, has prepared me for the work that God has set before me in this, my ministerial place of shelter."

MISSION:

To provide quality and caring services to senior men and women in a Christian community.

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Homes is where the heart is – please remember the Homes in your will.

HELPING ORGANIZATIONS GROW

By Janet M. Carrato



In her cover letter for the position of vice president of operations at the United Methodist Homes, Carol McKinley, Ph.D., stated, “I have been afforded the opportunity throughout my career to take on challenges and help organizations grow.”

For five years previous to her appointment, Carol successfully took on challenges as the executive director of the Homes’ Ocean City community, The Shores at Wesley Manor. Now, she will have strategic oversight and management of all five full-service communities: Bristol Glen, Collingswood Manor, Francis Asbury Manor, Pitman Manor, and The Shores at Wesley Manor.

The Ocean View resident possesses senior level leadership and management experience delivering senior housing and health services within faith-based organizations. This includes continuing care retirement community service operations, assisted living and nursing home administration, budget and program development and implementation, strategic planning, staff development, risk and crisis management, community/church relationships, licensing/regulatory compliance, accreditation, union relations and numerous other areas.

“Her track record of competent leadership, background and professional vision, represent a perfect fit,” reflects Homes’ President and CEO, Lawrence D. Carlson. “Her knowledge, wealth of skill and experience in gerontology, senior housing, leadership, and administration are strengths that will blossom from the local level to the entire organization.”

This track record includes roles as a clinical and medical social worker, family therapist, assistant nursing home administrator, assistant executive director, vice president of service excellence, and executive director. Most recently, Carol earned a Ph.D. in Administration and Leadership Studies from Indiana University of Pennsylvania. Prior to that Boston University awarded her a Master of Social Work with a specialty in Medical Social Work and Gerontology, complementing her Bachelor of Arts in Social Work from West Virginia Wesleyan College. Nursing Home Administrator licensure in New Jersey adds to her credentials.

While she has served on many boards throughout the years, she current participates on the boards of the United Methodist Association, LeadingAge (national and New Jersey Chapter), and St. Peter’s United Methodist Church Pastor Parish Committee.

These on-the-job experiences shaped Carol’s broad understanding of working with seniors. “I view my work as a ministry, my calling. The foundation of my vocation is my faith and I live them in my passion about how care and services are provided to seniors, how families are integrated into this care, how associates understand the impact of the care they provide, and how environments and programs need to adapt to meet the ever-changing philosophies of elder and health care.”

CHEF'S CHOICE:

BRISTOL GLEN EXECUTIVE CHEF JOSEPH DELPRESTO

By Stephen Davis

Chef Joseph, who has been cooking professionally for over 30 years, brings a wealth of talent and experience to Bristol Glen. Residents appreciate his passion for food, which comes to fruition every day. A graduate of the acclaimed Johnson and Wales University, College of Culinary Arts, Joseph also served his country for four years in the Navy. When not in the kitchen, Chef Joseph enjoys outdoor activities and spending time with his wife Dawn and daughter Dana.

Roasted Tenderloin of Beef with Fresh Thyme and Garlic

Ingredients:

2 tablespoons extra-virgin olive oil
2 teaspoons coarsely chopped fresh thyme
2 teaspoons fresh minced garlic
1 teaspoon kosher salt
Several generous grinds of black pepper
4-pound beef tenderloin roast (preferably from the thicker end, trimmed of silver skin and chain)

Procedure:

Position a rack in the center of the oven and heat the oven to 250°F.
In a small bowl, combine the olive oil, thyme, garlic, salt, and black pepper.
Put the tenderloin on a heavy-duty rimmed baking sheet or in a small roasting pan and rub the oil mixture all over it.
Insert an instant-read thermometer in the thickest part.
Roast the tenderloin until the thermometer reads 130°F for medium rare, about 1 hour.
Transfer to a carving board, tent with foil and let rest for at least 20 minutes before serving.
Cut the tenderloin crosswise into 1/2-inch slices.

Enjoy!



To benefit the Fellowship Fund, which promises that no resident will ever be asked to leave a United Methodist Homes' community due to exhausting their financial resources.

Sunday, September 8, 2013 | www.umh-foundation.org
Registration begins 12 noon at Francis Asbury Manor
70 Stockton Ave., Ocean Grove, NJ
FrancisAsburyManor.org • 732-774-1316

Walk • Lunch • Entertainment • Fellowship • Awards

Steering Group

Lawrence D. Carlson, *President & CEO*
Joseph Baldanza, *Corporate Director of Plant Operations*
Carlos Beato, *Corporate Director of Clinical Services*
John Callanan, *Corporate Director of Mission and Pastoral Care*
Sharon D. Clapp, *Vice President of Development*
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Visit our Blog at: Blog.umh-nj.org

Announcements

The 2012 Greater New Jersey Annual Conference Church Fellowship Fund Report will be posted on our website, umh-nj.org, beginning February 25, 2013.

The United Methodist Homes' 2012 Annual Report will be posted on our website, umh-nj.org, beginning February 25, 2013.

Each September elections are held for the Homes' Board of Directors (corporation) members and officers. In October, the Foundation Board of Trustees does the same. The latest rosters for both are online at umh-nj.org/about-umh-board.

Five Open Doors

Bristol Glen, Collingswood Manor, Francis Asbury Manor, Pitman Manor, and The Shores at Wesley Manor hold Open House and Lunch and Learn events throughout the year. Come experience these communities firsthand, gather information, and meet the people who make it a great place to live and work. For a complete schedule, visit <http://www.umh-nj.org/openhouse>.

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Full Service Communities

At the heart of United Methodist Homes' resident-centered services and amenities is a team of highly-qualified professionals delivering a continuum of care to adults 65 years and over:

Bristol Glen

200 Bristol Glen Drive
Newton, NJ 07860
973-300-5788

Collingswood Manor

460 Haddon Avenue
Collingswood, NJ 08108
856-854-4331

Francis Asbury Manor

70 Stockton Avenue
Ocean Grove, NJ 07756
732-774-1316

Pitman Manor

535 North Oak Avenue
Pitman, NJ 08071
856-589-7800

The Shores

at Wesley Manor
2201 Bay Avenue
Ocean City, NJ 08226
609-399-8505

**Independent Living • Residential Living • Assisted Living • Skilled Nursing
Memory Support • Short-Term Rehab • Respite • Hospice**

Affordable Housing Communities

Senior Housing communities designed for residential living for adults 62 years and over:

Bishop Taylor Manor

33 North Walnut Street
East Orange, NJ 07017
973-676-9057

Covenant Manor

623 East Front Street
Plainfield, NJ 07060
908-791-9430

PineRidge of Montclair

60 Glenridge Avenue
Montclair, NJ 07042
973-746-0003

Wesley by the Bay

2401 Bay Avenue, Suite 2
Ocean City, NJ 08226
609-399-6701

Wesleyan Arms

9 Wall Street
Red Bank, NJ 07701
732-936-0760

