

A PIONEER  
IN CULTURE CHANGE:  
THE PROVIDENCE  
MOUNT ST. VINCENT  
25 YEARS AGO  
AND NOW

JEANNETTE FRANKS, PHD  
[WWW.JEANNETTEFRANKS.ORG](http://WWW.JEANNETTEFRANKS.ORG)

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TYPICAL  
How homey is this?

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THE NURSES' "STATION"  
This looks more like a battle station

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**THESE UNIFORMS ARE COLOR CODED**

So that everyone is totally aware of the hierchal status of staff

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**UP CLOSE AND PERSONAL**

How long would you like to live in this room with a total stranger?

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**INTERGENERATIONAL ACTIVITIES ARE EVERYWHERE AT THE MOUNT**

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### A TYPICAL ROOM AT THE MOUNT

Each room is unique and features a resident's furniture, art, books, photos, and taste

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### HOW ARE YOU GREETED AT THE MOUNT?

Kathleen is a familiar face to many. She first started working at the Mount when she was 17. Now a great-grandmother, she looks forward to celebrating her 30<sup>th</sup> year here in December 2015.

A delightful memory she shared is that for many years a resident would come down to the front desk so that Kathleen could put in her earrings.

Kathleen has many family members who worked here or lived here: father, mother, and stepfather.

She is typical of many staff who not only have worked here many years, but have had family members here as staff, residents, and volunteers.



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### THE SEWING AND MENDING SHOP

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### THE GIFT SHOP AND LATTE STAND

After all, this is Seattle. This is also one of the many places inside and outside to get food and to eat.

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### EMILIE'S TREASURES

Of course the Thrift Shop is popular with residents, family, visitors, and volunteers.

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### PHOTOS AND ART EVERYWHERE

The Intergenerational Learning Center produces outstanding art from artists of all ages

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INTERGENERATIONAL LEARNING

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AN IPOD FOR ART FOR ALL AGES

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**NEWS TO USE!**

A recent story in the *Seattle Times* featured the Intergenerational Learning Center (ILC), which was developed 23 years ago as a way of developing community and making the last and earliest years of life "meaningful, life-affirming, and engaging".

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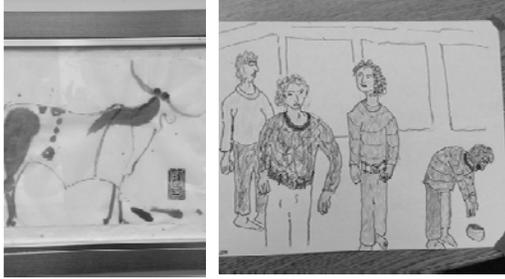
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## ART BY RESIDENTS



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## BEFORE THE 'UPDATE'

The Providence Mount St. Vincent in West Seattle was founded in 1924, originally as a novitiate and a "home for the aged." The original chapel from that date was where young women took their vows to become nuns. The Sisters of Providence were founded in 1840 in Montreal, Canada and their values have focused on serving the poor and vulnerable. The values today are respect, compassion, justice, excellence, and stewardship.



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## THE MOUNT IN THE 30S

During the 30s the sisters battled the poverty of the depression with fruit and vegetables from their orchards and gardens.

During World War II some of the residents of the Mount served as "Rosie the Riveters."



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## 1960S ACTIVITIES AGE-SEGREGATED

Now the Mount is nationally-known for its intergenerational programs



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## RENOVATIONS IN 1967

Today: 215 people in skilled care, 58 short stay or transitional, 41 women religious, and about 120 in assisted living for a total of more than 500 residents. Also, 125 in child care, 100 participants in Elderplace, and 500+ paid and 275 active volunteer staff.

The average age is 92 and residents live here for an average of two years.

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## A CITY UNTO ITSELF

And it looks in many ways the way it has since 1967

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## MOVING THE MOUNTAIN

What makes a skilled care institution a place where people want to live and where people want to work? What puts the home back into nursing home?

Almost 25 years ago when I was a grad student I did a single case study of the Mt. St Vincent, a long-time Seattle skilled care community in the midst of transformation. The "Mount" was among the first to identify culture change; indeed they were literally one of the first pioneers.

Current administrator Charlene Boyd was working there at the time and many staff are also still there—an impressive achievement in an industry where the turnover tends toward 50% rather than the average of 10% at the Mount.



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## TRANSFORMATION



*"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has."*

*Margaret Mead*

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## HOW CHANGE OCCURRED

In the early 90s, the charismatic administrator at the Mount, Bob Ogden, experienced an epiphany.

Explaining this life-changing event, he was generous with his time, teaching about this to a student (me) who knew little about long-term care. He described his revelation when one day he dragged his feet at work as usual, pondering why they spent millions on an institution where few people wanted to work and even fewer wanted to live.

Through grants, focus groups, and analysis of the latest research on long-term care, a plan emerged.

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## THE MEDICAL MODEL

The traditional medical model for long-term care is a hierarchal pyramid with a physician at the top, high level nurses and administrators under (usually) him, then hands-on caregivers, CNAs, and staff, with residents at the very bottom. Culture change turns the pyramid on its head. Person-directed care puts the residents first!!



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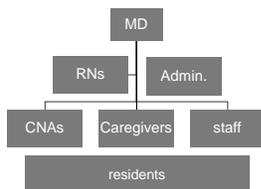
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WHO IS ON TOP?  
WHO IS ON THE BOTTOM?



What are some other examples of a hierarchal pyramid?

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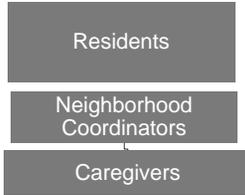
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## A PYRAMID ON ITS HEAD



An even better way of looking at it is a horizontal line or a loop. Another concept recently in the news is "holacracy", for example Zappos, which honors more autonomy.

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## MEALS AT A NURSING HOME

TYPICAL SITUATION  
IN A CONVENTIONAL  
NURSING HOME:

- All residents eat all meals at the same time
- All residents eat all meals in the same place
- Choices are limited

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## MEALS AT THE MOUNT

- Meals can be at any time
- Meals can be in the resident's neighborhood, or another neighborhood or
- Quiet Dining Room where you can order off the menu or
- Cafeteria or
- Private dining room for families and parties or
- This lovely garden (where I had lunch last time I was there)



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## HOW THE MOUNT EXEMPLIFIES THE PIONEER VALUES

Core person-directed values are choice, dignity, respect, self-determination and purposeful living.

It is intuitive that choice comes first, and the meal program is a perfect example.

However, the challenge of bathing illustrates the other side of the coin.



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## CHALLENGES TO CHANGE

Where is this photo from?

Bathing without a set schedule is more challenging.

Meds are also a challenge because prescribed. However, often an MD can simplify or give options.



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## WHAT'S THE BIGGEST BATTLEGROUND IN LONG-TERM CARE?

Bathing! Why?

Perhaps because meals can be offered in many places at many times, but the same does not hold true for baths.

In addition, most people get hungry at least a few times a day; feeling the need for a bath is something else altogether.

Does this bathroom look homey and comfy?



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### WHAT ARE SOME MORE OF THE BARRIERS TO CULTURE CHANGE?

Ageism, \$\$\$, regulations, tradition, change is hard, what else?

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### BARRIERS TO CHANGE:

- **Change is risky and difficult**
- **Old habits are hard to break**
- **What do I mean by 'ageism'?**
- **Regulations, funding systems**
- **What else?**



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### VALUES/ MISSION

**A Culture of Aging that is Life-Affirming, Satisfying, Humane and Meaningful**

We recognize our need to create ways of living and working together different from the traditional models. The Pioneer Network supports models where elders live in open, diverse, caring communities. Pioneers are working for deep system change by both evolutionary and revolutionary means, using Pioneer values and principles as the foundations for change. In-depth change in systems requires change in governmental policy and regulation; change in the individual's and society's attitudes toward aging and elders; change in elders' attitudes towards themselves and their aging; and change in the attitudes and behavior of caregivers toward those for whom they care. We refer to this work as culture change. Our aim is nothing less than transforming the culture of aging in America.

**OUR MISSION**

The Pioneer Network advocates and facilitates deep system change and transformation in our culture of aging. To achieve this, we:

- Create communication, networking and learning opportunities
- Build and support relationships and community
- Identify and promote transformations in practice, services, public policy and research
- Develop and provide access to resources and leadership

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TO PUT IT CONCISELY:  
THE PERSON COMES FIRST

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### A DECLARATION OF *INTERDEPENDENCE*

In an interview, one of the floor coordinators said, "The work continues to feed me. These folks are such teachers of opening our hearts. People here are valued by how they give and receive love. Giving is easy; receiving is hard. Working here is a gift."



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[HTTP://WWW.PRESENTPERFECTFILM.COM](http://WWW.PRESENTPERFECTFILM.COM)

<http://www.today.com/parents/new-film-shows-magic-seattle-preschool-nursing-home-126911>

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