Join the Journey,
Enrich the Community
A NEW DIRECTION

Eldercare organizations looking toward the future know that the current paradigm of care falls short of everyone’s expectations. Consumers, particularly the up and coming post-war generation, desire an approach to care that honors the voices and choices of care recipients and those working most closely with them. “Culture change” is the common name for a global initiative focused on transforming care, as we know it, for Elders and individuals living with special needs. It advocates for a shift from institutional models of care to person-directed values and practices that put the individual first. Core person-directed values include choice, dignity, respect, self-determination and purposeful living. The Eden Alternative embodies each of these values.

Adopting a person-directed care approach is a never-ending process that requires a strong commitment from leadership. This commitment is especially crucial in the wake of a regulatory climate that focuses more and more on person-directed practices as the standard for quality care. Leaders hoping to remain competitive and to exceed regulatory expectations need a clear path forward, a powerful peer support network, resources and education that drive change, and market recognition that sets them apart and creates a sense of team pride.
An organization embarking on culture change is asking two strategic questions to guide their planning:

“What are we trying to create?”

and

“How do we make it happen?”

At The Eden Alternative®, our quest to answer these two questions inspired the creation of the Path to Mastery™: The Art of Creating a Caring Community. A thoughtfully-articulated roadmap for effecting meaningful change, the Path to Mastery is based on the Eden Alternative’s Ten Principles and 20 years of best practices for bringing them to life.

The Path to Mastery provides a common language and a set of goals that guide organizations across the full continuum of care along their culture change journey. Organizations using the Path to Mastery as a strategic tool for change and growth strive for the same outcomes, yet how they attain them is a unique reflection of the people who live and work there. The journey begins with Milestone 1....

“The Eden Alternative is the beginning, not the end, of an epic journey. It shows us what is possible and encourages us to continue exploring — to continue asking how we can improve the well-being of our Elders and, in doing so, bring a new Elderhood into being.”

Dr. Bill Thomas
Co-founder of the The Eden Alternative
Traveling Together Along the Path to Mastery…

“Our recipe for success here is simple: Understand that relationships are everything and make a commitment to those relationships in everything that we do.”

Colorow Care Center
Eden Registry Member

The first Milestone of the Path to Mastery involves preparing leaders for their new role as agents of change in their organization. During this phase of the journey, leadership is actively exploring and absorbing the lessons alive in The Eden Alternative’s Ten Principles. Their focus is the development of strong relationships and a shared set of powerful leadership skills that will form the foundation of their culture change journey.

“We learned a lot from completing Milestone 1. The Path to Mastery structure is well organized and guides our leadership team to stay on target.”

Francis E. Parker Memorial Home, Piscataway, NJ
Eden Registry Member

Milestone 1 is a call to action for leadership teams. Developing a plan for the transformation ahead involves revisiting their organizational mission and vision, determining a strategy for measuring success, and defining how the process of change will unfold.

“We developed an 18-month plan that kept us focused on what we were going to do and where we were going. We started with the gathering of statistics as a baseline. Each organization is unique, and they need to establish where they are, their hopes and dreams, and what they wish to attain. They need the drive, foresight, and desire to improve the lives of Elders. From there, it is easy. Always have Elders on your teams. They will hold you accountable. They keep us respectful of one another.”

Park Place Elder Living, Mt. Pleasant, IA, Eden Registry Member

Milestone 1 offers organizations the opportunity to reflect on the early stages of their journey, commencing the creation of a legacy that will grow future leaders for the organization.

“Filling out Milestone 1 was a shot of enthusiasm. When we looked at our journey through the scope of Milestone 1 and saw the process, it helped us see just how far we’ve come. We can see our footsteps in the sand….”

Mission at Bear River Valley, Tremonton, UT, Eden Registry Member
“The Eden Alternative is an approach to care that, when practiced diligently, can transform a successful organization into a noble organization.”

Dr. Bill Thomas, Co-founder of The Eden Alternative®

Completion of Milestone 1 marks an organization’s eligibility to apply for Eden Registry membership. Joining the Eden Registry highlights your organization as one that is stepping up to create a life worth living, wherever Elders call home. The Eden Alternative Philosophy defines “home” as an experience of well-being in relationship with others who support our ongoing growth as individuals and as a community. Whether home is a nursing home or a cottage on a neighborhood street, opportunities for all to give, as well as receive, define the art of creating a caring community.

Dr. Bill and Jude Thomas created the Registry to honor organizations committed to the challenging work of transforming traditional approaches to care into a person-directed alternative. In a society which seldom honors caring for another as a fine art, we need to uplift and celebrate those who have chosen this career path. The Eden Registry offers this opportunity and affirms that it can, indeed, be different.
Members of the Eden Registry form a dedicated group of change agents that are committed to creating vibrant, life-affirming environments, where each person matters and everyone has opportunities for growth, regardless of their age or abilities. Their best practices frame a clearinghouse of information, techniques, and peer support shared with other organizations on the Eden Alternative journey.

The gifts of Registry membership are many and begin with becoming part of a rich and diversified community. As a part of the Eden Registry, you join a group of inspiring organizations, all open to sharing, supporting, and helping each other to grow. Co-branding with The Eden Alternative highlights your organization as a member of this distinguished honor society, while providing the flexibility to define your own distinctive culture through unique application of the Eden Alternative Philosophy.

“We recognize the sense of identity and joy that visitors and consultants experience when they walk in the door. They comment that there’s something different here.”

PortagePointe
Hancock, MI, Eden Registry Member

The Eden Alternative name is a powerful promotional partner and marketing tool. The Eden Alternative web site alone experiences roughly 8,000 visits a month. The Eden Registry serves as a resource for those seeking an inspired workplace and for individuals and families who want something that reaches beyond the traditional model of care. The visibility of Eden Registry Members in Eden Alternative media captures the public’s attention and brings them to your doorstep. As a Registry Member, you play a crucial part in raising the bar for consumer awareness and expectations regarding the quality of care in our communities.

Exclusively designed for use by members of the Registry, the Path to Mastery provides a common language and a set of goals that connect Registry Members with each other, while informing consumers about their commitment to creating a caring community. Once organizations are officially welcomed onto the Registry, the journey continues in pursuit of Milestones 2, 3, and 4.
The Eden Registry

Unique Organizations • Sharing in the Journey

- Stand out through exclusive use of The Eden Alternative’s trademarked brand and logo.
- Receive individualized support and care from the Eden Registry Team.
- Empower your organization through exclusive access to the Path to Mastery™.
- Benefit from innovative, discounted services through our Value Added Partners.
- Excel as a leader in the culture change movement.
- Exceed federal and state guidelines and regulations that favor person-directed care.
- Grow with an array of exclusive, cutting-edge educational offerings, practical tools, and resources.
- Inspire teams via online conversations with Eden Alternative Co-founder, Dr. Bill Thomas.
- Highlight what you have to offer through coverage in Eden Alternative media sources.
- Share your expertise and continue to grow as part of an active, international peer support network.
Together, We Are Stronger...

“To be successful, leadership must commit to educating and sharing knowledge about The Eden Alternative with everyone who works within the organization.”

St. John’s Home, Rochester, NY
Eden Registry Member

**Milestone 2** reflects leadership’s commitment to spreading culture change throughout the organization and preparing everyone to take an active role in change initiatives. As leadership’s vision moves from dream to reality, employees begin to recognize their role in developing a caring community by identifying strengths and building on what they each bring to the journey.

“We have so appreciated how leaders have begun to join team meetings, getting to know everyone, and recognizing the individual talents and cultural diversity of each employee. It creates a sense of team building that will support our journey for the long haul.”

*Elmhurst Extended Care, Providence, RI, Eden Registry Member*

As awareness spreads throughout the organization, employees evolve from being caregivers to care partners. As a concept, care partnership acknowledges that care is more than just a one-way street. It implies a balance of care, where opportunities to give as well as receive are abundant and available to all care partners — employees and Elders alike.

“Education is ongoing and vital. Education inspires greater understanding and commitment from the employees. They get excited, and this process is slowly breaking down the bureaucratic walls and transforming how everyone relates to each other. Education has also contributed to a shared sense of identity as a Eden Registry Member and how this means we are different.”

*St. Paul Lutheran Home, Melville, SK, Canada, Eden Registry Member*

An integral part of the Milestone 2 experience is the opportunity for Registry Members to participate in online networking groups. Members with similar interests and challenges come together regularly to share and explore their successes and challenges in the quest for change. No one needs to travel the path to transformation alone!

“We used to feel that our knowledge and our approach were proprietary. But we realized this was not the best way to impact global change, or our own growth. We are now committed to doing all we can to share what we are doing — our victories and challenges — with others around us. Then, everyone wins.”

*River Chase Village, Gautier, MS, Eden Registry Member*
Once a Registry Member has developed the confidence and expertise gained through Milestone 2, it is ready to take on **Milestone 3**. Through mastery of a new set of skills, Milestone 3 drives empowerment and growth of the entire care partner team while moving decisions into the hands of the care recipients and those working most closely with them. Decisions, once under the authority of management, are now in the hands of empowered care partner teams. The voice and choice of individuals receiving care direct the rhythm of daily life, no matter where they live, and systems and processes are redesigned to support their preferences.

“**The Elders’ life passions and simple pleasures guide how the day unfolds. We make every effort to learn everything we can about what has meaning to each of them — preferably from the Elder herself, but if not, then from someone who knows her very, very well.**”

*Dunbar Village, Bay St. Louis, MS, Eden Registry Member*

Registry Members exploring Milestone 3 may want to highlight the growth and dedication of particular team members. Becoming an Eden Mentor is a distinction of honor designed for Certified Eden Associates and Certified Eden at Home Associates that have demonstrated exceptional commitment to your culture change journey. Eden Mentors are called upon to assist others on their Eden Alternative journey and to help The Eden Alternative reach its strategic goals.
Milestone 4 reflects the most innovative practices currently implemented by culture change leaders today. Milestone 4 Registry Members have successfully let go of old patterns of thinking and have embedded the new paradigm deeply within the organization’s identity and operational structure. Relationships are close and roles are blended, creating a resilient, flexible, and highly responsive team with a strong sense of ownership. Leaders grow other leaders, who, in turn, have developed the capacity to influence the success of other organizations on the culture change journey.

“All team members are cross-trained, but we also each have an area of expertise from which we may lead the way. We’re very happy. We feel good about our culture change journey. It is so much a part of our daily rhythm that we forget that we are ‘doing’ it. We really appreciate how much we’ve grown when we spend time with others from other organizations.”

*Magnolia House, Natchez, MS, Eden Registry Member*

In preparation for Milestone 4, Registry Members may consider the development of an internal Certified Eden Educator. With an Eden Educator on the team, Registry Members can reduce the overall cost of education and provide a diversity of learning experiences to enrich and grow organizational capacity.
RESULTS MAKE A DIFFERENCE…

In today’s economy, leaders must make hard choices regarding how, when, and where to apply resources. Access to evidence-based research and data is crucial to informed decision-making. Eden Registry Members consistently show positive outcomes as a result of their change initiatives.

Members of the Eden Registry submit annual data as they progress along the Path to Mastery. Here is a sample of what Registry Members have shared so far:

- Average occupancy rate is 92.6% compared to the national average of 86%.
- Average payor mix is 13% Medicare and 58.4% Medicaid as compared to the national averages of 14.2% and 63.6%, respectively.
- Average daily rate for private pay is $210.82 compared to a national average of $239.00.
- Average tenure for administrators is 9.6 years.
- Average tenure for a director of nursing is 7.7 years.
- Average annual turnover for nursing assistants is 26.4% compared to a national average of 42.6%.
- Average annual turnover for licensed nurses is 16.9% compared to a national average of 39.5%.
- Use of physical restraints is 1.6% compared with a national average of 3%.
- Percent of high-risk Elders who have pressure ulcers is 6.6% compared to a national average of 8%.

“We need to be competitive in today’s world. The Eden Alternative helps us market ourselves as unique and different.”

Masonic Village at Lafayette Hill
Eden Registry Member
Data from Registry Members

**Chicora Medical Center, Chicora, PA**

*Results: Improved Operational Performance*

*Between 2007 and 2011…*

- 11 deficiencies in 2007 decreased to 1 deficiency in 2010 and 2011
- 2 complaint surveys in 2007 decreased to no complaint surveys in 2010 and 2011
- Occupancy increased from 79% to 94%
- Turnover decreased from 77.6% to 5.9%
- Net revenue increased 26%
- Net income increased 60%

**St. John’s Home, Rochester, NY**

*Result: Agency Elimination*

St. John’s Home is home to 475 Elders and 1000 employees. It has maintained an all-staff turnover of 7% over the past two years. Early in their journey, annual agency usage was $3.5 million. Three years later, the home went agency-free, and their five-year employee retention rate improved to 75%. Additional data from this home includes a reduction in medication passes of 27.7% and a reduction in the time involved by 30%.

**Elmhurst Extended Care, Providence, RI**

*Results: Employee Retention & Safety*

- Employee injuries reduced by 63%
- Agency nursing hours reduced to zero
- Turnover decreased from 46% to 4%
- Lower unemployment costs
- Overtime decreased by more than 50%

“My mother deserves an organization committed to The Eden Alternative. This place is different. I feel welcome to really be a part of this team!”

Ethel Greenway
Family Member
**Westminster Thurber Community**

**Result: Organizational Impact**

- At an occupancy rate of 96% in 2009, Westminster Thurber generated $600,000 in additional revenue over the national average for homes of 100 Elders
- Annual employee turnover for the organization decreased by 9.4% from fiscal years 2007 to 2008
- Agency personnel was reduced by 50% a year in 2007 & 2008
- The Pathway Home (a home for 10 Elders) was Westminster Thurber’s most profitable operational area generating positive operating margins within one year of opening
- Those requesting rehabilitation services increased by 62% from 2005 to 2008, and 98% of service recipients said they would recommend Westminster Thurber to others

**Sherbrooke Community Centre, Saskatoon, SK, CA**

**Results: Prevalence of antipsychotic use**

- Antipsychotic medication use in individuals living with dementia (and no psychiatric disorder) who have a high-risk of behavioral harm decreased from 73.1% (2006) to 42% (2011), a 42.5% improvement
- Antipsychotic medication use in individuals living with dementia (and no psychiatric disorder) who have a low-risk of behavioral harm decreased from 28.7% (2006) to 16% (2011), a 44% improvement
- Overall use went from 28.1% (2006) to 21% (2011), a 25% improvement
Joining the Registry may take as little as six months, if you have already begun your culture change journey, or as much as 12-18 months, if you are new to person-directed care. Regardless of where you are on the journey, The Eden Alternative has tools and resources to help you be successful, such as:

- Resource Guides and toolkits for each Milestone in the Path to Mastery;
- A Registry Support Team to provide assistance and networking opportunities;
- Eden Path to Mastery Guides to support leadership teams through the Milestones; and
- Ongoing educational offerings and training kits.

The Eden Alternative is committed to maintaining an expense structure that makes the Eden Registry accessible to any organization. Joining the Registry involves an initial expenditure of approximately $3,300. This investment of funds includes:

- The Path to Mastery Milestone 1 Resource Guide and Toolkit;
- Sending identified leaders to the 3-day Certified Eden Associate Training or Certified Eden at Home Associate Training, as appropriate;
- A beautiful, wooden Tree Plaque as a symbol of distinction for your lobby; and
- A Registry membership fee.

“The Eden Alternative is not just what we do, it is who we are.

We have a waiting list of people who want to live and/or work here because the atmosphere is so warm.

Our Registry status really helps us stand out.”

Fairview Manor, Fairmont, NE
Eden Registry Member
The Eden Registry Support Team is...

Denise Hyde, PharmD, RP, Community Builder
(registry@edenalt.org) has been connected with The Eden Alternative since reading Nature, Hope and the Nursing Home by Dr. Bill Thomas in 1996. Over the years she has been an Eden Mentor, Educator, a Regional Coordinator across six states, and is now part of the Eden Alternative Home Office Team. Denise enjoys spending time with her family and especially her grandson, quilting, ringing in the church bell choir, attending wine club meetings, traveling, and reading a good romance novel.

Suzette Molina, M.A., Eden Registry and Community Liaison
(smolina@edenalt.org) has been involved with the Eden Alternative since 2007. Suzette supports the Eden Mentors and assists in creating networking opportunities and inviting new organizations to join the Eden Registry. She also participates in the Texas Culture Change Coalition and is a court-appointed special advocate for children. Suzette enjoys reading, fishing and spending time with her daughter Chloe, son Luke and two dogs Ike and Lucy.

Carol Ende, Leader of Transformation & Growth
(cende@edenalt.org) has held different positions within the Eden Alternative Home Office between 2003 and 2010, including Community Builder, and Executive Director. Today, as Leader of Transformation and Growth, she also provides strategic support and consultation to Registry Members. Carol enjoys walking in the woods, a good cup of coffee, spending time with friends and family, and exploring the world with her husband, Jim.
The Eden Alternative Mission
To improve the well-being of Elders and their care partners by transforming the communities in which they live and work.

It Can Be Different
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