
The Time for Change is Now

Its time to change how we do what we do. There is no sustainable reason why it is not commonplace for our elders in long term care settings to awaken in the morning when they desire, to eat what they want for breakfast when they want it, and to drive the decisions in their own lives. These are basic, inherent rights that have been violated for years in our facilities. Until now, we haven't had the objectivity or clarity to see clearly what our services do to people.

- ✓ *Legislators trust our profession so little that they impose more regulations on us than any other profession except nuclear power.*
- ✓ *Our insurance rates are skyrocketing.*
- ✓ *Lawyers hover at our doors waiting for an operational infraction.*
- ✓ *Our staff turnover rates in long term care often are as high as 100 percent.*
- ✓ *Two thirds of our target market would rather die than utilize our services.*

If we are looking for a sign that we need to change, well, I think there are signs in abundance. Most importantly, once embarking on the journey of change towards a model that is resident-directed in service by self-led work teams in community, the transformation in residents and staff...not to mention family, is a powerful testimony.

I hope this collection of ideas will be a spark that creates your fire.



Steve Shields, CEO,
Meadowlark Hills Retirement Community,
Manhattan, Kansas



CONTACT LIST FOR ORGANIZATIONS CITED

Aberdeen Village

17500 W. 119th Street
Olathe, KS 66061
913-599-6100
Contact Person: Chuck Nigro
e-mail: cnigro@pmma.org

Apostolic Christian Home

511 Paramount Street
Sabetha, KS 66534-2120
785-284-3471
Contact Person: Ed Strahm
e-mail: achome@mewlan.com

Brewster Place Retirement Community

1205 S.W. 29th Street
Topkea, KS
785-274-3387
Contact Person: Angela Dailey
e-mail: angelad@brewsterplace.org

The Cedars

1021 Cedars Drive
McPherson, KS 67460-2735
620-241-0919
Contact Person: Carla Lehman
e-mail: clehman@thecedars.org

Crestview Manor Nursing Home

808 N. 8th Street
Seneca, KS 66538-1491
785-336-2156
Contact Person: Sara Sourk
e-mail: sarasourk@galaxycable.net

Cumbernauld Village

716 Tweed Street
Winfield, KS 67156-1595
620-221-4141
Contact Person: Linda Voth
e-mail: cv_village@hotmail.com

Frankfort Community Care Home

For information on the programs described, contact former administrator Evelyn Walters at Cornerstone Village. P.O. Box 1908
Pittsburg, KS 66762
620-235-0020
Contact Person: Evelyn Walters
e-mail: Evelyn-Walters@via-christi.org

Friendly Acres

200 SW 14th, P.O. Box 648
Newton, KS 67114-0648
316-283-4770
Contact Person: Nancy Law
e-mail: nancyl@friendlyacres.org

Golden Heights Living Center

101 N. Pine Street
Garnett, KS 66032-1199
785-448-2434
Contact Person: Jon M. Covault
e-mail: administrator-gar@vhsmail.com

Kansas Masonic Home

401 S. Seneca Street
Wichita, KS 67213-5597
316-267-0271
Contact Person: Stacy Allen
e-mail: sallen@ksmasonic.org

Lakeview Village

9100 Park Street
Lenexa, KS 66215-3373
913-888-1900
Contact Person: Barbara Frank
e-mail: bfrank@lakeviewvillage.org

Larksfield Place

7373 East 29th Street North
Wichita, KS 67226
316-636-1111
Contact Persons:
Cindy Frey
(nursing questions, DON)
Diana Casebolt-Hayes
(Dementia Unit Director)
Valarie McGhee
(administrative questions)
Gretchen Teter (general questions)
e-mail: vmcghee@larksfieldplace.org

Liberal Good Samaritan Center

2160 Zinnia Lane
Liberal, KS 67901-2042
620-624-3832
Contact Person: Tom Shumate
e-mail: tshumate@good-sam.com

Life Care Center of Wichita

622 N. Edgemoor Street
Wichita, KS 67208-3602
316-686-5100
Contact Person: Diane DeLoach
e-mail: elaine-mcdaniel@lcca.com

***Meadowlark Hills Retirement
Community***

2121 Meadowlark Road
Manhattan, KS 66505
785-537-4610
Contact Person: Deanna Beins
e-mail: deanna.beins@meadowlark.org

Medicalodge of Gardner

223 Bedford Street
Gardner, KS 66030-1167
913-856-6520
Contact Person: Rick Freeman
e-mail: thbrown@medicalodge.com

Mennonite Friendship Manor

600 W. Blanchard
South Hutchinson, KS 67505
620-663-7175
Contact Person: Judith Wineland
e-mail: winej@mennonitemanor.org

Minneapolis Good Samaritan Center

815 North Rothsay
Minneapolis, KS 67467-1622
785-392-2162
Contact Person: Dana Rice
e-mail: gss3100@good-sam.com



Olathe Good Samaritan Center

20705 W.151st Street
Olathe, KS 66061-7222
913-782-1372
Contact Person: Vivian Crosby
e-mail: vcrosby@good-sam.com

Parsons Presbyterian Manor

3501 Dirr Avenue
Parsons, KS 67357-2298
620-421-1450
Contact Person: Brenda Thornton
e-mail: imbkt2001@yahoo.com

Plaza West Regional Health Center

1570 SW Westport Drive
Topeka, KS 66604-4030
785-271-6700
Contact Person: Nancy Benny
e-mail: n_benney@plazawestcare.com

Rossville Valley Manor

600 Perry, Box 787
Rossville, KS 66533
785-584-6104
Contact Person: Wendy Read
e-mail: not available

Sandstone Heights

440 State Street, Box 50A
Little River, KS 67457-9632
620-897-6266
Contact Person: Karen Halbert
e-mail: sandstone@lrmutual.com

Schowalter Villa

200W. Cedar, P.O. Box 5000
Hesston, KS 67062-2095
620-327-0400
Contact Person: Lillian Claassen
e-mail: lillianc@schowalter-villa.org

Wesley Towers

700 Monterey Place
Hutchinson, KS 67502-2248
620-663-9175
Contact Person: Dawn Veh
e-mail: dveh@wesleytowers.com

Wheatridge Park Care Center

1501 S. Holly Drive
Liberal, KS 67901
620-624-0130
Contact Person: Rodney Whittington
e-mail:
administrator-lib@vhsmail.com

Windsor Place LLC

2921 W 1st Street
Coffeyville, KS 67337-2441
620-251-5190
Contact Person: Monte Coffman
e-mail:
windsorplace@windsorplace.net

RESOURCES

The following resources are only a few of those available to you. They have been collected to assist you as you work to change the culture of long-term care, and their inclusion does not imply any endorsement or recommendation by the PEAK-Ed staff or Kansas State University. Please note that web sites change rapidly, and that an address provided may have changed. In many cases, there will be automatic forwarding to the new address. If this is not the case, try the more general web site address.

Many of the resources listed are useful for more than one of the objectives described in this booklet. Each resource is identified with symbols indicating some of the kinds of issues addressed:

- Culture change and related issues / general topics related to long-term care
- Resident and family needs
- Staff empowerment, self-directed work teams, and communication skills
- Leadership
- ◆ Environmental design
- ❖ Community and intergenerational involvement

Literature and Organizations

- ❖ American Society on Aging and Pfizer, Inc. (2002). *Healthcare and Aging Awards: Recognizing Innovation and Quality*. This booklet describes winners of the 2002 Healthcare and Aging awards. First place was the “Voices of Ages Choir,” an intergenerational music group of young people and nursing home residents in Philadelphia. More information about past recipients or applying for awards is at <http://www.asaging.org/awards> (click on Healthcare and Aging Awards). The Pfizer website contains a video clip of the choir: <http://www.positiveprofiles.com>
- Baumeister, Bryan. *Creating Better Lives in Nursing Homes*. This booklet is targeted to family audiences and advocates creating “power teams.” It is available through Elder Support Counseling. E-mail: Bbaumeister@eldersupport.com.



- Becker-Reems, E. (1994). *Self-Managed Work Teams in Health Care Organizations*. American Hospital Publishing. One of the few resources specific to teams in health care organizations.
- Blanchard, K. & Waghom, T. with J. Ballard. (1997). *Mission possible*. New York: McGraw- Hill.
- ◆ Brawley, Elizabeth. (1997). *Designing for Alzheimer's Disease: Strategies for Creating Better Care Environments*. New York: Wiley & Sons. Includes sections: Aging and Alzheimer's Disease, Sensory Environment, Special Care Settings, Implementing Effective Interior Design, and The Design Process.
- ◆ Calkins, M., Marsden, J., Briller, S., Proffitt, M., & Perez, K. (2001). *Creating Successful Dementia Care Settings (four volume set)*. Volume 1: Understanding the Environment through Aging Senses. 2: Maximizing Cognitive and Functional Abilities. 3: Minimizing Disruptive Behaviors. 4: Enhancing Identity and Sense of Home. This series discusses how to integrate the physical environment, staff care practices, and residents' needs into a complementary, holistic dementia-friendly approach. 4-Volume Set available from Health Professions Press. ISBN 1-878812-71-8. Companion videos available.
- Greenleaf, R. (1991). *The servant as leader*. Indianapolis: The Robert K. Greenleaf Center.
- ❖ Greenstein, D., Buettner, L., & Coffman, C. (2000). *Simple Gifts*. This 82 page manual provides instructions for making 16 sensorimotor items for persons with dementia. The authors report increased family and friend visitation where these items were provided. Booklet available for a fee through the Cornell Cooperative Extension publications at <http://www.cce.cornell.edu/publications/catalog.html>
- Hackman, J. R. (2002). *Leading teams: Setting the stage for great performances*. Boston: Harvard Business School Press.
- Holman, B. & Holman, L. (1998). *Lessons in leadership from your neighborhood*. Louisville: V. G. Reed & Sons.

-
- ❖ IDEAS Institute (2001). *IDEAS for a better visit*. Brief guide to facilitate successful visits for families, friends and volunteers. Its development was funded by Mt. Sinai Healthcare Foundation. Available in quantity, including the option of adding the ordering organization's logo. Web site: <http://www.ideasinstitute.org>
 - Institute of Medicine. (2001). *Improving the Quality of Long-Term Care*. Washington, D.C.: National Academy Press. This book reports on the state of long-term care at present and includes information about culture change reforms.
 - Kouzes, J. & Posner, B. (2000). *The five practices of exemplary leadership: When leaders are at their best*. New York: Jossey-Bass/Pfeiffer.
 - Langer, E. (1989). Chapter 6 on 'Mindful aging' in *Mindfulness*. Reading, MA: Addison-Wesley. A classic book proposing that age may be more a social concept than a biological one.
 - Lustbader, W. (2000). Thoughts on the meaning of frailty. *Generations*, 23(4), 21-24. Lustbader, one of the founding Pioneer Network members, describes what it means to be dependent.
 - Lustbader, W. (2001). The pioneer challenge: A radical change in the culture of nursing homes. In Noelker, L. & Harel, Z. (Eds.), *Linking Quality of Long Term Care and Quality of Life*. New York: Springer Publishing Company.
 - McKenna, C. (1998). *Powerful communication skills: How to communicate with confidence*. Franklin Lakes, NJ.: Career Press.
 - Orsburn, J. & Moran, L. (2000). *The new self-directed work teams: Mastering the challenge, 2nd ed.* New York: McGraw-Hill.
 - Paraprofessional Healthcare Institute. *Creating a Culture of Retention: A Coaching Approach to Paraprofessional Supervision*. (2001). A 22 page booklet that is an introduction to coaching supervision: how coaching differs from traditional supervisory practice, the skills needed to become an effective coach, and the organizational structures that make coaching effective. Report is in Adobe Acrobat. <http://www.paraprofessional.org/publications/PHICoaching.pdf>
 - Peters, T. (1997). *The circle of innovation*. New York: Knopf.



- Regnier, V. (2002). *Design for Assisted Living: Guidelines for Housing the Physically and Mentally Frail*. Lots of pictures and exemplars in this book; offers list of 100 design guidelines applicable to a variety of long-term care settings.
- ◆ Rothert, Gene. (1994). *The Enabling Garden: A Guide to Lifelong Gardening*. Dallas: Taylor Publishing. Rothert manages the Chicago Botanic Garden's "Learning Garden for the Disabled" program. Check libraries (out of print).
- Scholtes, P.R. (1998). *The leader's handbook: Making things happen, getting things done*. New York: McGraw-Hill.
- Scholtes, P.R., Joiner, B., & Streibel, B. (1996). *The team handbook, 2nd edition*. Madison, WI: Joiner Associates.
- Schwarz, B., & Brent, R. (Eds.) (1999). *Aging, Autonomy, and Architecture: Advances in Assisted Living*. The four parts of this book address issues that are pertinent to aging and long-term care: idealism and realism, attributes of place and behaviors of people, provision and consumption of care, and design: who cares?
- ◆
- Senge, P. M. (1990). *The fifth discipline*. New York: Currency Doubleday.
- Spears, L. C. (1995). *Reflections on leadership*. New York: Wiley & Sons.
- Spears, L. C., & Lawrence, M. (Eds). (2002). *Focus on Leadership: Servant leadership for the twenty-first century*. New York: Wiley & Sons.
- Stone, R. (2001). Research on frontline workers in long-term care. *Generations*, 25 (1), 49-57.
- Stone, Robyn, (2002). *Evaluation of the Wellspring model for improving nursing home quality*. Available at either the Institute for the Future of Aging Service's web site: <http://www.futureofaging.org> or at the Commonwealth Fund's web site: <http://www.cmwf.org>

Web Sites

- The *Galichia Center on Aging's Mental Health and Aging* site has extensive links to resources including general health issues, mental health issues, specific disorders, support organizations, and other helpful resources. It lists contacts for all Kansas Area Agencies on Aging and Community Mental Health Centers. <http://www.oznet.ksu.edu/mhaging>
- ❖ *Administration on Aging, Region VIII's Cyberspace Resources for Intergenerational Partnerships* site has numerous links to intergenerational resources. <http://www.aoa.dhhs.gov/regionviii/cyberig.htm>
- *American Bar Association (ABA) Commission on Law and Aging (COLA)* is dedicated to examining law and policy issues affecting older persons. <http://www.abanet.org/aging>
- *Alzheimer's and mental health information*. Offers free e-newsletter. http://www.athealth.com/Practitioner/Newsletter/FPN_4_34.html
- ◆ *American Society of Interior Designers* with the University of Minnesota. This web site provides a section of summaries of research articles about older adults and environments. <http://www.informedesign.umn.edu>
- *Brown University Center for Gerontology and Health Care Research*. Facts On Dying: Data on care at the end of life. <http://as800.chcr.brown.edu/dying>
- ◆ *Center for Health Care Design* includes a section on current applied research as well as other resources. <http://www.healthdesign.org>
- *Central Plains Geriatric Education Center* (University of Kansas Medical Center): Provides access to interdisciplinary educational modules (available for CEUs), curriculum resources, calendar of educational opportunities, and links to useful web sites for consumers, caregivers, and healthcare professionals. <http://coa.kumc.edu/gec>
- ❖ *Computer artwork and life stories* by Anne Eldredge Harris. A site that suggests a variety of activities. <http://www.art.net/Studios/Visual/Anne/home.htm>
- *Culture Change Now*, created by ActionPac, has pictures and stories about



- ◆❖ facilities committed to culture change. <http://www.culturechangenow.com>
- ◆ *The Eden Alternative's* official website: <http://www.edenalt.com>
- *Essential Lifestyle Planning / M.W. Smull's writings*. ELP is a specific structure for person centered planning that focuses on finding out what is important to someone, what health, safety, and risk means to the person and to those who know and care about him/her; and figuring out how someone can be supported in having a balance between happy and safe while making the best use of public dollars.
General interest articles: <http://www.elpnet.net/elpgeneral.html>
Web site: <http://www.allenshea.com/friends.html> E-mail: mwsmull@cs.com
- ◆❖ *Gardening for Good* is a national non-profit organization that reaches out to professionals, individuals and caregivers with ideas and programs that help older adults continue to enjoy gardening and nature. <http://www.gardening4good.org>
- ❖ *Generations Together*. University of Pittsburgh, 121 University Place, Suite 300, Pittsburgh, PA 15260. Contains many links. <http://www.gt.pitt.edu/igpsites.htm>
- ❖ *Generations United* (GU) is a national organization promoting intergenerational programs and policies. Contains many links. <http://www.gu.org/links.htm>
- Guide to non-commercial links to mental health, aging well and eldercare. <http://www.helpguide.org>
- *Galichia Center on Aging, Kansas State University* has a variety of aging and
◆❖ long-term care related information and links, as well as materials on intergenerational programs and training: <http://www.ksu.edu/gerontology>
- *IDEAS Institute* focuses on applied research on the physical, social and
■◆ organizational environment for frail and impaired older adults. Resources include a bibliography and short articles. Articles (March, 2003) include *What is your Building Saying?*, *Using Color as a Therapeutic Tool*, *Home is Where the Heart Is: Designing Home-like Settings*, *Designing Bathing Rooms that Comfort*, *Experiential Learning and Physiological Changes*, *The Building as a Therapeutic Intervention*, *The Secret To Happier Meal Times*, *Being There*, and *The Nursing Home of the Future: Are You Ready?* Web site: <http://www.ideasinstitute.org>

-
- ◆ ***Institute on Aging & Environment, University of Wisconsin-Milwaukee:***
The Consulting Services and Projects section contains illustrated descriptions of projects, including research-based design objectives. The Research and Publications section lists a variety of applied research reports and bibliographies related to therapeutic design for older adults. <http://www.uwm.edu/Dept/IAE>
 - ❖ ***Kansas Intergenerational Network (KIN).*** The Intergenerational Network's mission is to connect people, offering everything needed for intergenerational work including information, resources, and expertise. <http://www.kinheart.org>
 - ❖ Memories shared by "*The Panel of Elders*" at *Hesston College*. Students interview elders and results are written as a story from the perspective of the elder. <http://www.hesston.edu/academic/FACULTY/DWIGHTR/SOC203/Panel.htm>
 - National Network of Career Nursing Assistants are members of Career Nurse Assistants' Programs, Inc., a non-profit educational organization promoting recognition, education, research, advocacy and peer support development for nursing assistants in long term care settings: <http://www.cna-network.org>
 - Nursing Assistant Resources on the Web supported by the Paraprofessional Healthcare Institute. Web site: <http://www.nursingassistants.net>
 - Paraprofessional Healthcare Institute (PHI) is a national nonprofit health care employment development and policy organization, whose goal is creating quality jobs for direct care workers. Web site: <http://www.paraprofessional.org>
 - ***Pioneer Network.*** This is the website for the founders of long-term care culture change. <http://www.pioneernetwork.net>
 -
 - ***Providence Mt. St. Vincent*** has information about resident-directed care: http://www.providence.org/Long_Term_Care/Mount_St_Vincent/e75Resident.htm
 - ***Therapeutic Touch / Nurse Healers-Professional Associates International, Inc.*** (NH-PAI) sets standards for the practice and teaching of Therapeutic Touch and facilitates the exchange of research findings, teaching strategies, and new developments in this area. <http://www.therapeutic-touch.org/default.asp>



- WAI Continuum: <http://www.waicontinuum.com/homepage.asp>. *The environment: There's no place like a neighborhood*. Call 651-227-0644 for free copy. Dana Rice of our advisory group described this as a beginner's tool to culture change. A link provides photos of various projects they have designed. <http://wai.blueturtle.net/Experience/projects/LTC/Default.asp>
- Wellspring Innovative Solutions, Inc., 607 Bronson Road, Seymour, WI 54165. Mary Ann Kehoe, CEO, Phone: 920-833-1833. <http://www.wellspringis.org>
- Zimmerman Lehman Services: Web site has an essay on working with boards on capital fund raising projects. <http://www.zimmerman-lehman.com/capital.htm>

Videotapes

- ***Abuse: The Resident's Perspective.*** Filmed on location, residents give staff their perspective of what it's like to be on the other side of care. They report what they feel is unacceptable from their perspective. (20 minute video). Produced by University of Maryland Video Press. <http://www.videopress.org>

- ***Bon Appetit! How To Create Meaningful Mealtimes In Long-Term Care.*** Presents a mealtime program focusing on principles of resident autonomy and person centered care, with attention to identifying the needs of people with dementia. It includes: effects of dementia on communications, behavior and eating, creating dining experiences with less distraction, and preparing and serving food to facilitate residents eating as independently as possible (two 20 minute videos and a manual). Terra Nova Films: <http://www.terranova.org>

- ***Compassionate Touch: Benefits And Effects In Long Term Care.*** This award-winning video discusses the physical and psychological benefits of therapeutic massage and attentive touch in residential care (23 minute video). ***Compassionate Touch: Benefits And Effects In Alzheimer's Care*** shows the use of attentive touch and gentle message in caring for and relating to those who have Alzheimer's Disease (26 minute video and manual). Produced by Allen Touch Associates. Available from Terra Nova Films: <http://www.terranova.org>

- ***Communicating with Oriented Older Adults*** demonstrates techniques of empathy, listening, nonverbal communication, questioning and information. In ***Communicating With Moderately Confused Older Adults*** experts use footage of people with Alzheimer's disease and related disorders to show most effective approaches for understanding and helping these individuals. ***Communicating With Severely Confused Older Adults*** demonstrates characteristics and intervention techniques with actual older adults experiencing severe confusion. These videos are part of a series on mental health and older adults (each a 20 minute video and program guide). Produced by Mental Health Outreach Network; available from Terra Nova Films, Inc: <http://www.terranova.org>

- ***Conflict Resolution In The Nursing Home - The Series. I. Conflicts Involving Residents and Families*** provides specific suggestions for handling conflicts between staff and residents, staff and residents' families and between residents, including interviews with administrators, nurses and nursing assistants. ***II.***



Personnel Conflicts provides ideas to help diffuse problems before they escalate and to promote cooperative, positive work environments. (20 and 16 minute videos, available separately or as a set). Produced by University of Maryland Video Press. http://www.videopress.org/Geriatics/Conflict_Rez.html

- ***Creating Successful Dementia Care Settings***. Companion videos for *Maximizing Cognitive and Functional Abilities, Minimizing Disruptive Behaviors, and Enhancing Identity and Sense of Home*. Series discusses integrating physical environment, staff care practices, and residents' needs into a complementary, holistic dementia-friendly approach. Information is useful for caring for all residents, not just those experiencing dementia. Available from Health Professions Press. Web site: <http://www.healthpropress.com>
- ◆ ***Creating Successful Dementia Care Settings***. Companion videos for *Maximizing Cognitive and Functional Abilities, Minimizing Disruptive Behaviors, and Enhancing Identity and Sense of Home*. Series discusses integrating physical environment, staff care practices, and residents' needs into a complementary, holistic dementia-friendly approach. Information is useful for caring for all residents, not just those experiencing dementia. Available from Health Professions Press. Web site: <http://www.healthpropress.com>
- ***The Geriatric Nursing Assistant: The Most Important Team Player - The Series***. In *The Most Important Eyes*, nursing assistants discuss important physical, emotional and cognitive changes they look for when interacting with residents. In *Becoming An Extended Family Member*, nursing assistants discuss knowing and spending time with each resident, allowing residents to have choices, encouraging participation in activities, and becoming an advocate for residents. (20 and 23 minute videos, available separately or as set). Produced by University of Maryland Video Press: http://www.videopress.org/Geriatics/nursing_assistant.html
- ***Harriett's People***. In a documentary filmed on location, nurses, nursing assistants and a physician team to provide the best possible care during the final months and days to residents in a nursing home (22 minutes). Produced by University of Maryland Video Press: http://www.videopress.org/Geriatics_home.html
- ***Heartworks: A Video Celebrating the Lives of Direct-Care***. This video chronicles the development and presentation of this original theater piece performed by women who work as nursing assistants. Available at the KDHE library or order from: <http://www.paraprofessional.org> .
- ***One East***. This video, filmed on location at the Johns Hopkins Geriatric Center, demonstrates positive interactions with residents experiencing dementia. It is an award-winning documentary (29 minutes) produced by University of Maryland Video Press: http://www.videopress.org/Geriatics_new.html
- ***Partners In Care: Care Planning And Care Conferences***. This video, which

explains care planning conferences, may be useful for staff, family members and residents. It includes specific information about the care planning process, care conferences, the resident's role in planning and monitoring his/her own care, and family involvement that is consistent with the resident's wishes. (20 minute video and presenter's guide). Produced by Caresource Healthcare Communications, Inc. and Terra Nova Films, Inc. Web sites: <http://www.caresource.com/video16.htm> or <http://www.terranova.org>

- Pioneer Network / CMS Video (2002). *Innovations in the Quality of Life*. (2 ½ hours). This video is from a satellite broadcast on September 27, 2002. Topics covered include: the Pioneer Network, what is culture change, what does a transformed culture look like, and how regulations and culture change can work together. "I" format care plans and new techniques in bathing are discussed and demonstrated. Video is available at the KDHE library or may be purchased from the Pioneer Network: <http://pioneernetwork.org>

- *Residents Rights Today: Respectful Care in Changing Times*. This video presents an overview of residents' rights in the long term care context, including how they can be affected by cultural, ethnic, language and age diversity, more work-flow pressures and outside stressors on staff, why residents' rights are so important in the culture of a long term care facility, and what staff, residents and family members should know about dealing with concerns and complaints early and effectively (20 minute video and presenter's guide with in-service lesson plan and various handouts/worksheets). Produced by Caresource Healthcare Communications, Inc. and Terra Nova Films, Inc. Web sites: <http://www.caresource.com/video1.htm> or <http://www.terranova.org>

- *Saying Good-bye: Being a Professional Caregiver*. In this video, nursing staff share their experiences including accepting families' decisions about treatment; talking with a person who is terminally ill; knowing how to facilitate conversation between the resident and the resident's family; sharing family concerns with the health care team; minimizing family stress; helping friends and roommates understand; dealing with emotional issues of saying good-bye; and finding support at work (20 minutes; one of three videos in a series). Produced by University of Maryland Video Press. http://www.videopress.org/Geriatics_new.html



- *Seven Days A Week*. Filmed over a nine month period, this video provides a behind the scenes look at a teamwork and resident-centered approach to providing long term care (30 minutes). Terra Nova Films, Inc. <http://www.terrano.org>

RETIRED SENIOR VOLUNTEER PROGRAMS IN KANSAS

Barton County RSVP

1125 Williams
Great Bend, KS 67530-4445
620-792-1614
Contact Person: Mary Lou Warren
e-mail: warrenma@barton.ccc.edu

Butler County RSVP

510 E. Augusta
Augusta, KS 67010-2100
316-775-0500
Contact Person: Connie Rausch
e-mail: crusch@bucoks.com

Finney County RSVP

907 N. Tenth Street
Garden City, KS 67846-5209
620-275-5566
Contact Person: Marty Dinkel
e-mail: rsvp2@gcnet.com

Ford County RSVP

2401 N. 14th Street
Dodge City, KS 67801-6205
620-227-7077
Contact Person: Marge Blattner
e-mail: blattner@dc3.edu

Harvey County RSVP

Harvey County Courthouse
P.O. Box 687
800 N Main Street
Newton, KS 67114-0687
316-284-6881
Contact Person: Rosa Barrera
e-mail: rbarrera@harveycounty.com

Johnson County RSVP

Metcalf South Mall
9707 Metcalf Ave., Third Floor
Overland Park, KS 66212-2219
913-341-1792
Contact Person: Danielle Palmer
e-mail: vcjc@vcjc.org

RSVP of Lyon County

618B Commercial
Emporia, KS 66801
620-342-6119
Contact Person: Brenda Holmes
e-mail: lyon_county_rsvp@yahoo.com

McPherson/Sedgwick/Butler RSVP

P.O. Box 48109
219 N. St. Francis
Wichita, KS 67201-8109
316-290-8877



RSVP of NE Kansas, Inc.

111 S. Eighth, Room 1
Marysville, KS 66508-1800
785-562-2154
Contact Person: Joni Spellmeier
e-mail: rsvpneks@bluevalley.net

Northwest Kansas RSVP

PO Box 803
165 Fike Park
Colby, KS 67701-0803
785-462-6744
Contact Person: Laura Withington
e-mail: rsvp@colby.cc.ks.us

Pratt County RSVP

619 N. Main Street
Pratt, KS 67124-1661
620-672-7811
Contact Person: Nancy Badders
e-mail: rsvp@pratt.net

Reno County RSVP

c/o HCC
1300 N. Plum
Hutchinson, KS 67501-5884
316-665-4960
Contact Person: Debra Berndsen
e-mail: berndsend@hutchcc.edu

Riley County RSVP

205 S. Fourth Street, Suite 1K
Manhattan, KS 66502-5923
785-776-7787
Contact Person: Lori Bishop
e-mail: rsvp@interkan.net

Saline County RSVP

239 N. Santa Fe Ave.
Salina, KS 67401-2317
785-823-3128
Contact Person: Nancy Klostermeyer
e-mail: rsvp@salhelp.org

Southeast Kansas RSVP

P. O. Box 518
3740 S. Santa Fe
Chanute, KS 66720
620-431-3902
Contact Person: Maggie Harrod
e-mail: mharrod@tvds.org

Wichita RSVP

200 S. Walnut
Wichita, KS 67213
316-267-0196
Contact Person: Jacqueline Lugrand
e-mail: jackiel@seniorservicesofwichita.com

Wyandotte County RSVP

PO Box 17-1042
434 Minnesota Ave.
Kansas City, KS 66117-0242
913-371-3674 ext. 322
Contact Person: Lori Smith
e-mail: lsmith@unitedway_wyco.org

REFERENCES

- Altus, D., Engelman, K., & Mathews, R. M. (2002). Using family-style meals to increase participation and communication of persons with dementia. *Journal of Gerontological Nursing*, 28(9), 47-53.
- Banaszak-Holl, J. & Hines, M. (1996). Factors associated with nursing home staff turnover. *The Gerontologist*, 36(4), 512-517.
- Banks, M. & Banks, W. (2002). Effects of animal-assisted therapy on loneliness in an elderly population in long-term care facilities. *Journal of Gerontology*, 57A, M428-M432.
- Barkan, B. (1981). The Live Oak regenerative community: Reconnecting culture within the long term care environment. *Aging Magazine*, 2(7), 321-322.
- Barkan, B. (2003). Looking for the candy store. *OLAM.org*, Issue 4. Retrieved March 28, 2003 from http://www.olam.org/magazine/issue4/treasure.cfm?treasure_id=32
- Becker-Reems, E. (1994). *Self-managed work teams in health care organizations*. Chicago: American Hospital Publishing, Inc.
- Bowers, B. (1988). Family perceptions of care in a nursing home. *The Gerontologist*, 28, 361-368.
- Boyd, M. (1994). Residents first: A long-term care facility introduces a social model that puts residents in control. Retrieved on March 28, 2003 from: <http://www.chausa.org/PUBS/PUBSART.ASP?ISSUE=HP9409&ARTICLE=D>
- Brawley, E. (1997). *Designing for Alzheimer's Disease: Strategies for creating better care environments*. New York: Wiley.
- Brawley, E., & Troxel, D. (2002, April). *Designing dementia-friendly gardens*. Workshop presented at the Joint Conference of the National Council on Aging and the American Society on Aging, Denver, CO.
- Brown University Center for Gerontology and Health Care Research. (2002). *Facts On Dying: Policy relevant data on care at the end of life*. Retrieved on March 28, 2003 from <http://as800.chcr.brown.edu/dying/ksprofile.htm#SOD>
- Brummett, W. (1997). *The essence of home: Design solutions for assisted living housing*. New York: Van Nostrand Reinhold.
- Cohen, U., & Weisman, G. (1991). *Holding on to home*. Baltimore: Johns Hopkins University Press.
- Cohen-Mansfield, J., & Werner, P. (1998). The effects of an enhanced environment on nursing home residents who pace. *The Gerontologist*, 38, 199-208.
- Cox, C., Kaeser, L., Montgomery, A., & Marion, L. (1991). Quality of life nursing care: An experimental trial in long-term care. *Journal of Gerontological Nursing*, 17(4), 6-11.



- Daft, R. L. (1994). *Management, 3rd Ed.* Fort Worth: Dryden Press.
- Dannefer, D. (2001). *From the top to the bottom, from the bottom to the top: Systemically changing the culture of nursing homes.* Project report for the Van Ameringen Foundation, New York.
- Day, K., Carreon, D., & Stump, C. (2000). The therapeutic design of environments for people with dementia: A review of the empirical research. *The Gerontologist, 40*, 397-416.
- Doll, G. (1995). *The effects of a resistance training program on the functional ability of older adults.* Unpublished master's report. Kansas State University, Manhattan, KS.
- Dovey, K. (1985). Home and homelessness. In I. Altman & C. Werner (Eds.), *Home environments.* New York: Plenum Press.
- Duncan, J. (1985). The house as symbol of social structure: Notes on the language of objectives among collectivist groups. In I. Altman & C. Werner (Eds.), *Home environments.* New York: Plenum Press.
- Eaton, S. (2000). Beyond 'unloving care': Linking human resource management and patient care quality in nursing homes. *International Journal of Human Resource Management, 11*(3), 591-616.
- Fabiano, L. (1999). *Breaking through: Working with the frail elderly: The challenge of long-term care today and tomorrow.* Port Perry, Ontario, Canada: FCS Press.
- Fiatarrone, M., Marks, E., Ryan, N., Meredith, C., Ligsitz, L., & Evans, W. (1990). High intensity strength training in nonagenarians: Effects on skeletal muscle. *The Journal of the American Medical Association, 263*, 3029-3034.
- Frank, J. 2002. *The paradox of aging in place in assisted living.* Westport, CN: Bergin & Garvey.
- Freeman, I. (1990). Developing systems that promote autonomy: Policy considerations. In R. Kane & A. Caplan (Eds.) *Everyday ethics: resolving dilemmas in nursing home life.* New York: Springer.
- Gotestam, K., & Melin, L. (1987). Improving well-being for patients with senile dementia by minor changes in ward environment. In L. Levi (Ed.), *Society, stress, and disease.* Oxford: Oxford University Press.
- Greenleaf, R.K. (1991). *The servant as leader.* Indianapolis, IN: The Robert K. Greenleaf Center.
- Hackman, J. R. (1990). *Groups that work (and those that don't).* San Francisco: Jossey-Bass.
- Hackman, J. R. (2002). *Leading teams: Setting the stage for great performances.* Boston: Harvard Business School Press.
- Hertzberg, A., Ekman, S., & Axelsson, K. (2001). Staff activities and behavior are the source of many feelings: Relatives' interactions and relationships with staff in nursing homes. *Journal of Clinical Nursing, 10*, 380-388.

-
- Huselid, M., & Becker, B. (1995, January). *The strategic impact of human resources*. Paper presented at What Works at Work: Human Resource Policies and Organizational Performance Conference, Washington, DC.
- IDEAS Institute. (2003a). *What is your building saying?* Retrieved February 11, 2003 from http://www.ideasinstitute.org/article_021103_a.asp
- IDEAS Institute. (2003b). *IDEAS for a better visit*. Retrieved March 30, 2003 from <http://www.ideasinstitute.org/products.asp>
- Kane, R. (1995). Autonomy and regulation in long-term care: An odd couple, an ambiguous relationship. In L. Gamroth, J. Semradek, & E. Tornquist (Eds.), *Enhancing autonomy in long-term care: Concepts and strategies*. New York: Springer.
- Kane, R., Caplan, A., Urv-Wong, E., Freeman, I., Avoskar, M., & Finch, M. (1997). Everyday matters in the lives of nursing home residents: Wish for and perception of choice and control. *The Journal of the American Geriatric Society*, 45, 1086-1093.
- Kaup, M., (2003). Reshaping behaviors in nursing homes by reshaping nursing home architecture: A case study in the investigation of change. *Proceedings of the Environmental Design Research Association, Volume 34*.
- Kravetz, D. (1988). *The human resources revolution*. San Francisco: Jossey-Bass.
- Kouzes, J., & Posner, B. (2000). *Five practices of exemplary leadership: When leaders are at their best*. San Francisco: Jossey-Bass Pfeiffer.
- Langer, E., & Rodin, J. (1976). The effects of choice and enhanced personal responsibility for the aged: A field experiment in an institutional setting. *Journal of Personality and Social Psychology*, 34 (2), 191-198.
- Lawton, M.P., Weisman, G., Sloane, P., Norris-Baker, C., Calkins, M., & Zimmerman, S.I. (2000). Professional Environmental Assessment Procedure for special care units for elders with dementing illness and its relationship to the Therapeutic Environment Screening Scale. *Alzheimer's Disease and Associated Disorders*, 14(1), 28-38.
- Lustbader, W. (2001). The pioneer challenge: A radical change in the culture of nursing homes. In L. Noelker & Z. Harel (Eds.), *Linking quality of long term care and quality of life*. New York: Springer.
- Maher, V. (1997). Legal and policy issues in long-term care. In H. Jolt & M. Leibovici (Eds.), *Health care management: Long term care: Concept and reality*. Philadelphia: Hanley & Belfus, Inc.
- Munley, A., Powers, C., & Williamson, J. (1982). Humanizing nursing home environments: The relevance of hospice principles. *International Journal of Aging and Human Development*, 15(4), 263-284.
- Maun, C. (2002a). Long-term care providers must grasp goals and needs of younger workers. *Aging Research & Training News*, 25(11), 101-102.
- Maun, C. (2002b). Team focused recruitment, selection, and retention (RSR) of



quality employees. *Internet Healthcare Network Solutions*, 1(4). Retrieved March 27, 2003 from http://www.clintmaun.com/newsletter/ezinebackissues_solutions4.shtml

McLagan, P., & Nel, C. (1995). *The age of participation*. San Francisco: Berrett-Kohler Publishers.

Mohan, M. L. (1993). *Organizational communication and cultural vision: Approaches for analysis*. Albany: State University of New York Press.

Mount St. Vincent, Providence (1994). *An alternative to nursing homes: Impacting resident functional and health decline*. Seattle: Sisters of Providence.

Mueller, C. (2002). Quality care in nursing homes: When the resources aren't there. *Journal of the American Geriatrics Society*, 50(8), 1458-1462.

Namazi, K. H., & Johnson, B. D. (1991). Physical environmental cues to reduce the problems of incontinence in Alzheimer's disease units. *American Journal of Alzheimer's Care and Related Disorders and Research*, 7, 22-28.

New Webster's Dictionary and Thesaurus (1992). Danbury, CT: Lexicon Publications, Inc.

Nolan, M., & Dellasega, C. (1999). 'It's not the same as him being home': Creating caring partnerships following nursing home placement. *Journal of Clinical Nursing*, 8(6), 723-830.

Norris-Baker, C., Weisman, G., Lawton, M.P., Sloane, P., & Kaup, M. (1999). Assessing special care units for dementia: The Professional Environmental Assessment Protocol. In E. Steinfeld & G. S. Danford (Eds.), *Enabling environments: Measuring the impact of environment on disability and rehabilitation* (pp. 165-181). New York: Kluwer.

Orsburn, J., & Moran, L. (2000). *The new self-directed work teams: Mastering the challenge, 2nd ed.* New York: McGraw-Hill.

Pioneer Network (2003). *Values, vision, mission*. Retrieved March 23, 2003 from <http://www.pioneernetwork.org/index.cfm/fuseaction/showValues.cfm>

Potterfield, T., (1999). *The business of employee empowerment*. Westport, CN: Quorum Books.

Rader, J., Doan, J., & Schwab, M. (1985). How to decrease wandering, a form of agenda behavior. *Geriatric Nursing*, (6)4, 196-199.

Rader, J. (1995). *Individualized dementia care: Creative, compassionate approaches*. New York: Springer.

Ransom, S. (2000). *Eden Alternative: The Texas project*. Unpublished paper. (Copies may be obtained from the Institute of Quality Improvement in Long Term Care, 601 University Drive, San Marcos, Texas, 78666.)

Rapoport, A. (1976). *The mutual interaction of people and their built environment: A cross-cultural perspective*. Chicago: Aldine.

Ray, D., & Bronstein, H. (1995). *Teaming up: Making the transition to a self-*

-
- directed, team-based organization*. San Francisco: McGraw-Hill, Inc.
- Regnier, V. (2002). *Design for assisted living: Guidelines for housing the physically and mentally frail*. New York: Wiley.
- Rowles, G. & High, D. (1996). Individualizing care family roles in nursing home decision-making. *Journal of Gerontological Nursing*, 22(3), 20-25.
- Schein, E. (1990). Organizational culture. *American Psychologist*, 45(2), 109-119.
- Scholtes, P.R. (1998). *The leader's handbook: Making things happen, getting things done*. New York: McGraw-Hill.
- Scholtes, P.R., Joiner, B., & Streibel, B. (1996). *The team handbook, 2nd edition*. Madison, WI: Joiner Associates.
- Schulz, R. (1976). Effects of control and predictability on the physical and psychological well-being of the institutionalized aged. *Journal of Personality and Social Psychology*, 35, 897-902.
- Smull, M. (1996). *Helping staff support choice*. Retrieved March 28, 2003 from <http://www.elpnet.net/staffandchoice.html>
- Svarstad, M., Mount, J., & Bigelow, W. (2001). Variations in the treatment culture of nursing homes and responses to regulations to reduce drug use. *Psychiatric Services*, 52, 666-672.
- Stone, R. (2001). Research on frontline workers in long-term care. *Generations*, 25(1), 49-57.
- Thomas, W. (1994). *The Eden Alternative: Nature, hope and nursing homes*. Columbia, Mo: University of Missouri.
- Thomas, W. (1999). *The Eden Alternative handbook: The art of building human habitats*. Sherburne, NY: Summer Hill Company.
- Ulrich, R., Simons, R., Losito, B., Fiorito, E., Miles, M. & Zelson, M. (1991). Stress recovery during exposure to natural and urban environments. *Journal of Environmental Psychology*, 11, 201-230.
- Whall, A., Black, M., Groh, C., Yankou, D., Kuperschmid, B., & Foster, N. (1997). The effect of natural environments upon agitation and aggression in late stage dementia patients. *American Journal of Alzheimer's Disease*, 12, 216-220.
- Williams, C. (1990). Long-term care and the human spirit. *Generations*, 14(4), 25-28.
- Williams, C. (1998, November). *Self-determination in nursing homes: No longer an oxymoron*. Presented at the annual meeting, Gerontological Society of America, Philadelphia, PA.
- Werner, C. (1987). Home interiors: A time and place for interpersonal relationships. *Environment and Behavior*, 19, 169-179.
- Yeatts, D., & Seward, R. (2000). Reducing turnover and improving health care in



nursing homes. *The Gerontologist*, 40, 358-363.

Yeatts, D., & Hyten, C. (1998). *High-performing self-managed work teams: A comparison of theory to practice*. Thousand Oaks, CA: Sage.

York, J. & Calsyn, R. (1977). Family involvement in nursing homes. *The Gerontologist*, 17, 500-505.

Zack, J., & Van Beusekom, M. (1996). Published in: Pascarella, S. Making the right hire: behavioral interviewing. *The Tax Advisor*, (27)9, 570-574.

CLIP ART CREDITS

Pg. 6	Dragon	Microsoft Word 2002, Microsoft Corp.(2001) file: x.asp
Pg. 9	Schooner	WordPerfect Office 2002, Corel Corp.(2001) file: dfsg.wpg
Pg. 10	Cup	ClickArt Image Pak 65,000, T/Maker Co.(1996) file: FOODBV126
Pg. 10	Toast	WordPerfect Office 2002, Corel Corp.(2001) file: toast2.wpg
Pg. 10	Newspaper	WordPerfect Office 2002, Corel Corp.(2001) file: newspaper.wpg
Pg. 10	Girl	ClickArt Image Pak 65,000, T/Maker Co.(1996) file: PPLGL038
Pg. 11	Showerhead	WordPerfect Office 2002, Corel Corp.(2001) file: hhsi006m.wpg
Pg. 11	Book	WordPerfect Office 2002, Corel Corp.(2001) file: book7.wpg
Pg. 11	Slowcooker	ClickArt Image Pak 65,000, T/Maker Co.(1996) file: H-HAP072
Pg.11	Frames	ClickArt Image Pak 65,000, T/Maker Co.(1996) file: HHOT115
Pg. 11	TV	ClickArt Image Pak 65,000, T/Maker Co.(1996) file: H-HEL310
Pg. 18	Cat	ClickArt Image Pak 65,000, T/Maker Co.(1996) file: AMMPT029
Pg. 18	Sun	ClickArt Image Pak 65,000, T/Maker Co.(1996) file: NATSN301
Pg. 19	Plant	ClickArt Image Pak 65,000, T/Maker Co.(1996) file: NATFL296
Pg. 20	Chess game	WordPerfect Office 2002, Corel Corp.(2001) file: games010.wpg
Pg. 25	Bathtub	Microsoft Word 2002, Microsoft Corp.(2001) file: x.asp
Pg. 29	Two people	Microsoft Word 2002, Microsoft Corp.(2001) file: x.asp
Pg. 30	Picture	Microsoft Word 2002, Microsoft Corp.(2001) file: j0257422.wmf
Pg.30	Roses	Microsoft Word 2002, Microsoft Corp.(2001) file: x.asp
Pg. 32	Woman/girl	Microsoft Word 2002, Microsoft Corp.(2001) file: x.asp
Pg. 35	Handshake	Microsoft Word 2002, Microsoft Corp.(2001) file: j0240345.wmf
Pg. 41	Ice cream	Microsoft Word 2002, Microsoft Corp.(2001) file: j0290740.wmf
Pg. 43	Four hands	Microsoft Word 2002, Microsoft Corp.(2001) file: x.asp
Pg. 47	Flag	Microsoft Word 2002, Microsoft Corp.(2001) file: j0290082
Pg. 53	Dog	Microsoft Word 2002, Microsoft Corp.(2001) file: j0345523.wmf
Pg. 53	Basket	Microsoft Word 2002, Microsoft Corp.(2001) file: x.asp
Pg. 67	Dog	ClickArt Image Pak 65,000, T/Maker Co.(1996) file: ANMPT106
Pg. 68	Pool table	WordPerfect Office 2002, Corel Corp.(2001) file: pool352.wpg
Pg. 74	Garage sale	ClickArt Image Pak 65,000, T/Maker Co.(1996) file: HEDB3318
Pg. 74	Van	ClickArt Image Pak 65,000, T/Maker Co.(1996) file: TRNGR087
Pg. 76	Knight/book	Microsoft Word 2002, Microsoft Corp.(2001) file: j0281200.wmf
Pg. 78	3-head dragon	Microsoft Word 2002, Microsoft Corp.(2001) file: x.asp
Pg. 110		Dragon-shaped old ship Clip art licensed from the ClipArt Gallery, on Discovery.School.com, Copyright 1998 Mark A. Hicks.



Winners

2002 Pioneer Awards

The Cedars
McPherson

Cumbernauld Village
Winfield

Frankfort Community Care Home
Frankfort

Meadowlark Hills
Retirement Community
Manhattan

Mennonite Friendship Manor
South Hutchinson

Minneapolis Good Samaritan Center
Minneapolis

Windsor Place
Coffeyville

KDOA'S PEAK AWARDS



The Kansas Department on Aging's **Promoting Excellent Alternatives in Kansas (PEAK) Nursing Homes** initiative takes a dual approach. In addition to the educational initiative, KDOA created an awards program to recognize changes in the culture of care that are exemplary. First Medicaid-certified nursing homes in Kansas were surveyed to establish a baseline for culture change. Next, providers self-nominated their homes for the PEAK Nursing Home Award. A committee consisting of staff from KDOA, KDHE, the State LTC Ombudsman Office, and an ex-officio member from PEAK-ED at KSU identified finalists to whom site visits were made. Those organizations were recognized with PEAK Pioneer Awards in 2002 for their initial steps in their journeys in culture change. Each organization demonstrated strengths in one or more of the following areas: Resident-Centered Care, Staff Empowerment, Home-like Environment, and Community Involvement.

An award fund was established by KDOA for presentation to the recipient organizations to use for celebrating receiving the award. The PEAK Awards are supported solely through KDOA and businesses sponsors; no Title XIX funds nor matching funds from any of the organizations supporting the educational initiative were used for this recognition program. Sponsors supporting the PEAK Awards for 2002 are shown in this section.

For information about the current PEAK recognition program, please contact the Kansas Department on Aging at:

New England Building
503 S. Kansas Ave.
Topeka, KS 66603-3404
785-296-4986

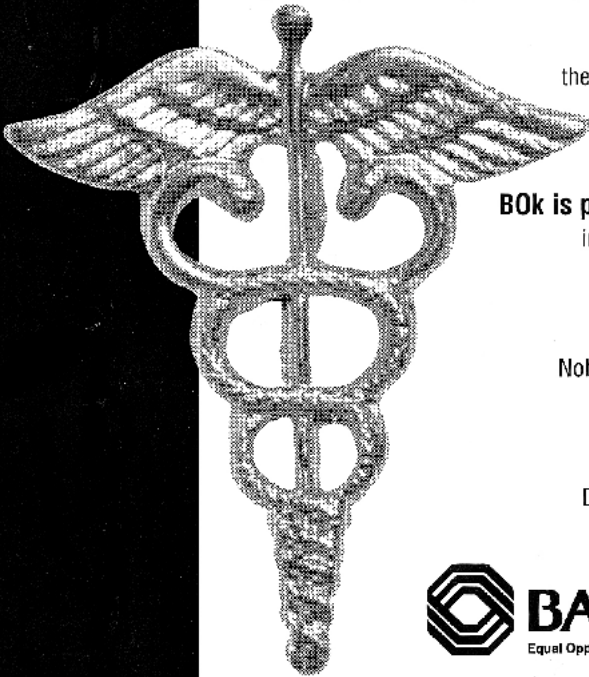
or visit their web site at
<http://www.agingkansas.org/kdoa>



KDOA PEAK AWARD FUND SUPPORTERS FOR 2002

(Information supplied by Kansas Department on Aging)

The Power of Teamwork




Creating customized and flexible financing solutions for the Health Care industry is our specialty. Bank of Oklahoma has built a reputation as a regional leader in health care with expertise and knowledge unique to the industry.

BOK is proud to support the Peak Nursing Home Award initiative and recognize skilled nursing facilities in Kansas. Together we are ensuring Kansas has the finest health care for years to come.

Nobody knows more about your financing needs than BOK – after all, we have a whole team dedicated to serving you.

<p>Brad Vincent Department Manager (918) 595-3143</p>	<p>Leslie Tieszen Kansas Marketing Manager (405) 936-3723</p>
--	--



BANK OF OKLAHOMA®
Equal Opportunity Lender

SYSCO Food Services of Kansas City

www.sysco.com 1-800-827-9726

Since the initial public offering in 1970, SYSCO - an acronym for Systems and Services Company - has grown to \$23.4 billion in sales for fiscal year 2002. SYSCO is assisting foodservice operators with solutions for meals consumed away from home.

Heartland Sales & Chemicals, Inc. Claflin, Kansas

heartland@hbcomm.net 1-620-587-3928

Heartland Sales and Chemicals, Inc., in business since 1986, specializes in the commercial laundry equipment business and chemical supply systems for commercial laundries, housekeeping and dietary. It prides itself by fulfilling the promise of prompt, professional service.



212 S.W. 8th, Ste. #100
Topeka, KS 66603

www.ingretirementplans.com 1-800-232-0024

ING is one of the largest financial services companies in the U.S. ING offers its clients a comprehensive array of financial products and services, including life insurance, fixed and variable annuities, defined contribution retirement plans, and mutual funds. ING maintains a top five position in all of its key product lines, with the exception of mutual funds. ING makes it easy for companies to offer a competitive, attractive plan to their employees and executives, with 401(k), 403(b) or 457 retirement programs. ING offers financial solutions that work – for companies, organizations, institutions and individuals and is committed to helping their clients manage their retirement programs.



www.centralsolutions.com

1-913-621-6542

Founded in 1925, Central Solutions is an FDA and EPA registered formulator and manufacturer of personal care

Gardner & White, Employee Benefits

Manhattan, KS

www.gardnerwhite.com

1-800- 875-0755

Gardner & White has been actively working with Kansas health care providers since 1969. During that time, we have provided clients with benefits consultation as the core of our service. When clients reach a conclusion about their overall benefit needs, we provide affordable solutions. Part of our service is to provide administrative assistance ongoing, to assure clients receive the values from benefits they have integrated into their overall benefit package.



PEAK-ED: The PEAK Education Initiative

is supported by

Kansas Department on Aging
Kansas Department of Social and Rehabilitation Services
through a Title XIX contract

and through matching funds provided by

Kansas State University
Kansas Association of Homes and Services for the Aging
Kansas Health Care Association
Volunteers from the Long-Term Care Profession



We wish you well on your explorations