

# Reflections

Spring 2012

A NEWSLETTER FOR THE FRIENDS OF STELLA MARIS

EMBRACING  
CHANGE  
EMPHASIZING  
THE INDIVIDUAL





W E L C O M E

*Stella Maris has always been a*  
**visionary** *in the* delivery of care.



We anticipate services needed and we create programs to meet those needs. We do not hesitate to put innovative practices into place when they have worked well at other facilities.

The stories in this issue of *Reflections* show just how much innovation is at work today at Stella Maris. For example, as we move toward a more person-directed model of care, we are not only learning from others in our field, but also from our residents and their families, all the while remaining faithful to our mission and our values. By partnering with the University of Maryland's Multi-Campus Geriatric Medicine Fellowship Program, we are helping to teach bright, young physicians about cutting edge care for the elderly. The Counseling Center at Stella Maris has developed an overnight bereavement camp, Camp Me Too!, for children who have suffered the loss of a loved one. At the suggestion of the children and their parents, the camp has been expanded this year to a two-night program. Even our fundraising and advocacy efforts at Stella Maris are kept fresh as our dynamic Advisory Board contributes their time, talents and experience in support of

the work of Stella Maris – work that must stay ahead of the curve precisely because of the values and mission of the Sisters of Mercy.

Like the Sisters of Mercy before us, we witness God's healing love for all people by providing excellent clinical and residential services within a community of compassionate care. Moving forward, our vision is to create a new standard of living within our senior community where the dignity and comfort of all we serve is the fundamental goal of every action and every decision we make and where our residents, families and staff are engaged in a partnership of holistic, person-centered caring. We are grateful for your partnership in our future.

Sincerely,

Sister M. Karen McNally, RSM  
Chief Administrative Officer

# Reflections



**Reflections** is published by the  
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# EMBRACING CHANGE

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## THE PERSON-CENTERED APPROACH

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Stella Maris is one of the largest providers of long-term care in the State of Maryland. It is a leader in eldercare practices and sets a powerful example of the effectiveness of quality care delivered with compassion. In recent years, national models for the long-term setting have shifted away from the institutional structure once favored to what has been termed “person-centered” or “person-directed” care that emphasizes the needs of the individual. The person-directed approach also advocates that long-term care providers offer a more home-like environment to residents. Stella Maris has embraced the culture of change that is sweeping the industry with structured leadership and innovative programs.

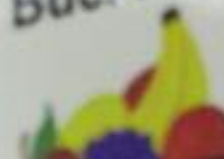




Theodora  
Steffee



Rose  
Bucklew



**“Stella Maris  
is creating an atmosphere  
where residents truly  
feel that where they are  
living is their **home.**”**



Changes to the residents' dining experience included colorful dining plates, seating place cards and fashionable dining scarves.

In May 2011, Stella Maris formed the Culture Change Committee, led by Sister Karen McNally. “Our charge is to create a new standard of living where the dignity and comfort of all we serve is the fundamental goal of every action and decision we make,” explains Sister Karen. “Our vision is for residents, families and staff to be engaged in a partnership of holistic, person-centered caring.”

Sister Karen presented the vision of culture change at Stella Maris to the Advisory Board at the end of last year. Chairman Jack Cavanaugh states that the board, “would have stood up and applauded in the boardroom,” they were so enthusiastic about the new direction.

“Stella Maris is creating an atmosphere where residents truly feel that where they are living is their home,” says Cavanaugh. “The Advisory Board strongly believes that Stella Maris is an

industry leader and innovative in its delivery of care. We think the approach of re-evaluating and implementing a culture that resonates with the residents will enable Stella Maris to remain a pioneer in long-term care.”

The vision of culture change has been accepted by Stella Maris' leadership and Advisory Board, but it has also been applauded by its most important constituency: the residents. As the administrative liaison to the Resident Council, Andrea Gage, Director of Programs and Activities, coordinates communication between residents and the Culture Change Committee. Residents are playing an important role with each step of the culture change process, including the review of the vision statement before it was finalized.

After a meeting of the Resident Council in which Gage explained the

newly formed Culture Change Committee, she chose residents from each of the units and requested their feedback as to the residents' priorities for creating a more person-centered environment. The residents returned with more than 90 ideas that Gage organized into categories and shared with the Culture Change Committee. What the resident feedback revealed was surprising.

“The Committee's priorities had been [changes related to] resident's rights and customer service,” says Gage. The resident feedback, however, showed that their pressing issues related to sleep and to dining service. “No one expected that. This was an important step that showed us we really needed to look at these issues and work on them.”

A common concern shared by residents was being awakened in the night either by overhead lights, noise from the

“They were simple, **easy fixes** that made a huge difference in the residents’ lives.”



nursing stations or for routine lab tests. In response, Stella Maris instituted Quiet Nights. Now, nurses and nursing assistants use flashlights to check on residents rather than turning on overhead lights. Staff training underscores the importance of keeping voices low in the hallways and at nursing stations during evening shifts. And no lab samples are taken at night unless medically necessary.

“We were able to implement the changes in about two weeks,” Gage recalls. “They were simple, easy fixes that made a huge difference in the residents’ lives.”

Many changes that have been enacted since the Culture Change Committee was formed have been minor, yet their impact is tremendous. Chief Operating Officer Jerry Bowen notes that the key to the new approach to care is to, “learn the idiosyncrasies of each resident – when they want to get up, when they want to eat, when they like to take their bath. It emphasizes their schedule over

ours and underscores the importance of personal choice.”

Bathing is one area where culture change is happening. Under the old, institutional model of care, when 50 residents on a unit were to be bathed, a schedule would be created and residents would receive their bath according to that timetable. Now, more care is given to bathe residents on a schedule that closely mirrors their habits prior to arriving at Stella Maris. If a resident always bathed in the evening at home, for example, efforts are made for him or her to have a bath in the evening at Stella Maris. Similarly, if a resident usually sleeps in or is a night owl, those preferences are respected.

There is clinical evidence that these small changes reduce the need to control behavior with medication. Even weight loss decreases because residents are happier eating and living to their own schedule. “There are residents who

are very agitated if you wake them early. If you let them sleep, they are happier,” says Rose Gichomo, Nurse Manager on 2 Pangborn. “If they’ve always had their bath at night and we honor that, the bath happens without stress or agitation.”

Residents highlighted a number of places where they felt the dining experience could alter in accordance with the changing cultural vision. To avoid the rush to the dining room to get to a favorite seat, for example, there are now seating cards at the tables. This system has had a positive side benefit: when a new resident joins Stella Maris, he or she is placed at a table to meet new friends and not left to find a seat in a sea of unfamiliar faces. Another change is the addition of fruit bowls on the units to keep healthy snacks accessible. Residents are also encouraged to exercise their freedom to eat on a tray in their room or in the dining room, whichever suits the individual’s desires.





New dining options give residents freedom to eat in their rooms where they can enjoy a book or watch television.

Dining Services is instituting a pilot program on one unit to take the food experience to the next level of improvement. “Now we serve the unit on trays, similar to what you would see in a hospital,” explains Cheryl Mohn, Director of Dining Services. “You don’t eat like that at home, and we want to switch from institutional trays to a more home-like dining experience.”

Under the pilot, food is served in the dining room as a buffet with some choices, allowing residents to select their cuisine based on their tastes at that moment. (Previously, residents chose their meals from menus a week in advance.) The pilot also extends an hour time period wherein each meal can be served for greater flexibility and to enhance the dining experience. The unit has a fully stocked pantry with items including fruit, yogurt and instant hot soups so a resident can fix a small meal or snack. Mohn explains they are test-

ing new equipment, too, like heated chargers to keep buffet food warm, colorful china plates, and new “dining scarves”— fashionable bibs to replace the current ones of terrycloth.

Stella Maris continues to address the list of resident feedback. A new heating system is being installed in the second floor overhang of the chapel, for example, to make it warmer for those residents who cannot access the chapel on the main floor. At the same time, the Culture Change Committee continues to review larger issues and how to effectively modify policies and procedures while partnering with regulatory agencies to ensure the new practices meet State of Maryland requirements.

Education is a key component to the successful spread of the culture change. There are 800 staff at Stella Maris who are moving from an institutional mindset to one that is person-centered and person-directed. “The educational

curriculum won’t be didactic,” explains Bowen. “It’s going to center on learning from each other and through shared experience. It will be interactive and experiential while focused on team building.”

An awareness of the new, person-centered approach to care has been incubating at Stella Maris for some time, though it has been less than a year since the organization has moved forward with a committed vision of change. And yet, in this short time, the new paradigm is already visible. “All the residents know there’s been a culture change,” says Gage. “There are no longer groups of 50 people doing activities. Now there are groups of four or five. There is obvious one-on-one attention.”

This apparent difference is most important for the residents, who can now truly call Stella Maris home.



Teaching bright, young physicians about **cutting edge care for the elderly.**



Dr. Ernestine Wright reviews a chart with Geriatric Fellow Layla Hussain, M.D., before they begin rounds.

# NextGen Geriatric Care

The aging of the population changed the way health care providers view and treat the elderly. Advances in geriatric and palliative care are ongoing, and Stella Maris is an ideal setting in which to learn about the latest developments.

As a leader in geriatric care for over 50 years, Stella Maris was selected to be a partner institution in the University of Maryland's Multi-Campus Geriatric Medicine Fellowship. For three years, Stella Maris has hosted approximately six residents annually, teaching these bright, young physicians about cutting edge care for the elderly.

"The [Fellows] come with a strong understanding of how to diagnose and cure," explains Ernestine Wright, M.D., Medical Director. "What they often don't have is an understanding of the palliative side of medicine."

At Stella Maris, the Fellows see a wide array of services in action. There are rotations through hospice that give them the opportunity to participate in medical care. They rotate through the sub-acute ward to review patients in rehabilitation. Here, they also learn about the options for

patients after rehabilitation, such as returning home, utilization of home care, or entrance into long-term care. Fellows rotate through the Senior Day Center and go on home visits with nurses to gain knowledge from patients in their own environment.

"They learn the psycho-social aspects to care as well as medical care and how medical care is adjusted in long-term care," explains Dr. Wright.

In total, the ten-week rotation gives the doctors a comprehensive perspective of Stella Maris' services and approach to care. In return, Stella Maris solidifies its relationship with a key local partner, The University of Maryland. Importantly, Stella Maris is able to pass its philosophy of care on to physicians who, someday soon, will be in practice in the community.

## ■ Geriatric Fellows 2011-12

Gurpreet Sabar, M.D.  
Ravi Kant, M.D.  
Naseem Sunnoqrot, M.D.  
Layla Hussain, M.D.  
Dhirenda Kumar, M.D.

## STELLA MARIS JOINS LUTHERVILLE PERSONAL PHYSICIANS

# HEALING A FRACTURE

Many of today's medical conditions have been found to relate to more than the physical body. Social and behavioral issues impact health as well. Yet finding the right resources to help manage those factors can be confusing. If a patient needs care beyond the scope of a physician's expertise, that person might flounder in an overwhelming sea of information and disjointed service providers. Stella Maris has established a presence at Lutherville Personal Physicians, an affiliate of Mercy Health Services, to ease this confusion and help patients leave the doctor's office with a clear program to meet their wellness needs.

"I have always struggled to care for my patients in total, by which I mean not just their physical needs, but their emotional and social needs," explains George Lowe, M.D., Medical Director of Lutherville Personal Physicians, which recently opened in 50,000 square-feet of space previously occupied by Giant Food. Often, the social, behavioral and psychological services required for complete patient care are obscure and hard to navigate. "Very often there's no time or knowledge on the part of the physician to find the appropriate services, and the patient is cut loose."

Stella Maris closed this gap in care by placing a representative onsite at Lutherville Personal Physicians in September 2011. The Stella Maris representative works with the Lutherville doctors and specialists to manage referrals to Stella Maris services such as home care or rehabilitation. However, the Stella Maris liaison can also help patients find

resources like addiction counseling or a shelter. The goal is to make it easy for patients to access a wide range of services by applying a customer service-based approach.

"We have already received positive feedback from patients and doctors because of the convenience," says Lisa Stone, Vice President of Outreach Services at Stella Maris. "You could literally walk out of Lutherville Personal Physicians with a complete plan for your post-doctor visit care."

This same model has already proven effective at Worthington Personal Physicians and there are plans to place a Stella Maris representative at Overlea Personal Physicians. "This has helped us seal one of the fractures in the health care system today," says Dr. Lowe. "As we continue to grow, I hope the model of having an available social worker in the multi-specialty center will become an integral part of the services we offer."

The partnership with multi-specialty centers like Lutherville Personal Physicians provides Stella Maris with a great opportunity to expand its reach to community members in need. Lutherville has 14 primary care providers who see 300 patients a week.

Eric Shope, Senior Vice President of Business Development explains: "This partnership helps build the identity of Stella Maris' services in the community, especially our out-patient services like out-patient rehabilitation, the Senior Day Center and home care."

Stella Maris helps patients leave the doctor's office with a **clear** program to meet their wellness needs.

### Mercy Meals

The available employee at Lutherville Personal Physicians is an ambassador for Stella Maris' services. These patients might also require "soft" services like counseling. For those struggling to meet their basic nutrition needs, there is Mercy Meals.

Mercy Meals began in March 2011 when Stella Maris' Dining Services wanted to reduce food waste and put it to good use in the community. Healthy meals that would otherwise be discarded are now individually packaged in re-heatable containers that are distributed by home care staff to clients in need.

Between 30 and 40 meals are distributed each week. Now, patients at Lutherville Personal Physicians who need access to nutritious food can also qualify for Mercy Meals.

PICTURED RIGHT: Stella Maris liaison Tracy Rosenbalm.





# Transforming

**Losing a loved one is never easy, but it can be particularly hard for children. Surrounded by playful peers, a loss can leave a child feeling isolated and saddled with emotions that are hard to express, especially if the adults in his or her life are sad, too.**



To meet the needs of young people dealing with loss, Stella Maris created the “Me Too” youth bereavement program. In 2011, the program hosted its first overnight camp, which was a resounding success.

“When parents grieve, they can forget their children’s needs,” says Doreen Horan, director and clinician at the Counseling Center at Stella Maris. “Hence the “Me Too,” as in, I’m grieving, too.”

Stella Maris has run variations of the Me Too program for over 25 years. Most recently it hosted four, quarterly day camps on Saturdays for groups ranging in age from five to 17. Horan says the free, overnight camp was the realization of a dream many years in the making. “We talk often of divine order and that is exactly what happened,” she recalls. “Door after door

kept opening.” In May, 16 children age seven to 15 gathered at Camp Puh Tok in Monkton, Maryland. Each arrived with his or her story of the loss of a parent, sibling or grandparent.

Renee Vadas’ two daughters, ages 10 and 11, attended after the passing of their father. The girls participated in a one-day Me Too program and liked it so much, Vadas was happy to send them to the sleepover camp. “After the Saturday seminar they expressed to me that they really liked seeing other kids who were just like them,” she states. “It did more good for them than anything we had done, including one-on-one counseling.”

“The camp helps kids grieve and learn to explore their grief through innovative techniques and activities,” Horan explains. “They run, play and learn. Most importantly, they don’t feel alone.”



# Grief to Joy



For example, at Camp Me Too a therapist used puppets to teach children about feelings of anger, guilt, sadness and shame as well as the need to love and nurture themselves. Drums and joyful dancing were used to inspire cathartic release, and guided imagery set to music followed by drawing allowed emotions to peacefully rise to the surface for expression. Nature walks served as a means of discussing the cycle of life. Parents and guardians were invited to participate in activities before the children returned home as a way to reconnect adults and children and share what was learned.

Although it is a bereavement camp, Horan says, “Only small segments of time are woven in for tears or feelings of sadness. We stay active building

relationships and forming bonds by talking, laughing, listening, playing and encouraging one another. [Camp] showed it’s okay to live happily and fully while you are grieving.”

It allowed the Vadas children to be with others their age who knew what it was like to lose someone. “I know my children felt lost, alone, and, at school, like outcasts,” says Vadas.

“It allowed them to feel that what happened to them is okay. It made them feel at peace with everything and that they were not alone.” Most importantly, she says they had a lot of fun.



## Support Camp Me Too

### Camp Me Too is expanding!

This year it will host 20 children for a three-day, two-night stay, but only with your help.

**Contact:** Doreen Horan  
410-252-4500, ext. 7382 or  
[dhoran@stellamarisinc.com](mailto:dhoran@stellamarisinc.com)  
for information on becoming a sponsor or volunteering at Camp Me Too. Let your generosity bring joy into the life of a grieving child.

# Stella Maris Crab Feast and Auction

On Sunday, October 9, 2011 the 27th Annual Stella Maris Crab Feast and Auction was held at the Timonium Fairgrounds. This event benefitted terminally ill patients and their families who cannot afford hospice care. Many records were broken this year - the most number of tickets sold, the most sponsorships secured, and the most money ever raised: \$125,000. Event Chair, Tom Barranco and Vice Chair, Hannah Lowe led the planning of a perfect afternoon during which more than 1,100 guests enjoyed steamed crabs, pit meats, great music and exciting auction items.

Mark your calendars for next year's Crab Feast and Auction on October 14, 2012.

☎ Contact Kathy Deane at 410-252-4500, extension 7570 or [kdeane@stellamarisinc.com](mailto:kdeane@stellamarisinc.com) for more information.

Stella Maris would like to thank our generous sponsors for their partnership with us in support of the Stella Maris mission.



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❶ Pictured Above: Event Chair, Tom Barranco and Vice Chair, Hannah Lowe led an extremely successful event.

❷ (L to R) Sr. Karen McNally, RSM, Chief Administrative Officer, Terry Slade Young and Steven Young.

❸ Volunteers from Bank of America in Hunt Valley helped keep the wheels turning.

❹ Hospice staff members Pat Travers and Dee Anwar enjoyed showing their spirit while volunteering at the Raven's wheel.

[stellamariscrabfeast.com](http://stellamariscrabfeast.com)



# HAPPY ANNIVERSARY MERCY RIDGE



Stella Maris' neighbor, Mercy Ridge, just wrapped up its 10th anniversary year with a great honor: it was named the first LEED® Silver retirement community in the country.

A spacious living room within a 1,600 square foot Mercy Ridge apartment.

The LEED® distinction acknowledges Mercy Ridge's committed efforts to environmental practices. Much of the effort to gain the LEED® certification was inspired by residents.

This is only the latest accolade for Mercy Ridge, which has quickly become a well-respected and sought after address. The retirement community is located on 32 beautiful acres in Timonium. Although it feels rural, residents are close to resources, entertainment, restaurants and top-notch health care. There is also plenty to do on sight like enjoying a drink with friends in the pub, taking a community college course or swimming laps in the heated indoor pool in the expansive fitness center.

Mercy Ridge offers unprecedented flexibility in retirement living. There are five apartment sizes to choose from including those as large as 1,600 square-feet that makes "downsizing" far more spacious. Most importantly, the entrance fee is 100 percent refundable.

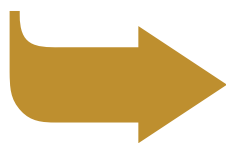
Stella Maris is proud to support Mercy Ridge in its mission to provide an unparalleled living experience as it concludes its first decade in operation.

For more information about retirement living at Mercy Ridge, please contact Patty Yingling, Director of Marketing, at 410-561-0200, extension 276.

Throughout the year,

# MANY SUPPORTERS

of Stella Maris memorialize a friend or family member with a gift. This generosity is much appreciated by the Sisters of Mercy and we know it brings comfort to the family of the deceased.



An honor gift can be made to honor a friend or family member for a birthday, anniversary or other special occasion.

When you make a memorial or honor gift, an acknowledgement card will be sent to you and to the person or family honored. Your gift is a convenient and thoughtful way to show how much you care.

**Giving is simple and easy.**

Return the envelope enclosed in this issue of “Reflections.”

**☎ For additional information**

Please call Kathy Deane in the Stella Maris Development Office at 410-252-4500 ext. 7570.

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December 31, 2011

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The Thomas Jackson Families  
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December 31, 2011

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