



MPL Core Experience

Facilitator Guide

MPL 101 for Leadership

Time Required: 30-45 minutes

Who Should Attend: Leadership Team

Before You Begin:

- Review PowerPoint:
 - In the popup box select “enable content” upon opening, which will allow streaming of embedded videos
 - Notice animations throughout that appear upon advancing slides
 - Test streaming of embedded videos (internet connection needed for some videos)
 - Speaker’s notes:
 - Community/organization is used throughout to be inclusive of all partners, both senior living communities and non-residential partner organizations. Choose the language that fits best for you.
 - Resident/Member is used throughout to be inclusive of all partners, both senior living communities and non-residential partner organizations. Choose the language that best fits the individuals you support.
 - Non-residential organizations: alternate language is provided in parenthesis where appropriate
 - Instructions in [brackets] are not meant to be read, but are a note to the facilitator.
 - Words in (parenthesis) prompt you to customize the content.
- Customize slide presentation by adding your organization’s logo
- Complete the leadership declaration, Appendix A

Materials Needed:

- Projector & Screen
- Internet connection
- For each participant:
 - Key Elements Handout
 - Customized Leadership Declaration
 - MPL Core Experience Leadership Feedback
- Optional Activity: bring in plastic glasses or camera lens to depict the “lens” of Successful Aging.

Room Setup:

Set up room so that all participants can see the screen and can interact in small groups.



MPL Core Experience

Facilitator Guide

MPL 101 for Leadership

Speaker's notes:

SLIDE 1: Welcome

*Welcome to Masterpiece Living training. Let's start off by talking about what this training experience will look like. This is a series, there are trainings that we will do with the leadership team only and then trainings for all team members to take part in. We will also ask you to take an active role in leading one of the training sessions. We'll get to all that planning as we move along. Our goal is to make these training the most effective possible so that we are spending our time wisely and getting the most out of the experience. I'd like to start by asking a question of the group..."what are you most proud of at our organization?" **[Allow time for all to respond]**. There is so much to be proud of here. Something else we can be proud of at our organization is the dedication to enhancing the lives of residents/members and team members. This is shown through our decision to partner with Masterpiece Living.*

SLIDE 2: Why Are We Here?

We've made a commitment to enhance the lives of the people working and living here [alternate language if not a senior living community: people who come into contact with our organization] through a partnership with Masterpiece Living. You are all here today because you play an important role in this commitment, without you, we won't be able to be successful.

SLIDE 3: Partnership with Masterpiece Living

Over the next few weeks, our entire team will be participating in a series of trainings related to our recent commitment to enhancing our culture by partnering with Masterpiece Living. During these trainings, you will learn more about the specifics of Masterpiece Living and its potential to impact our organization and the people within. Today, we are going to focus on the leadership team's role in this partnership for the near and long term.

First, let's listen to an introduction of what Masterpiece Living is from the President, Dr. Roger Landry.

SLIDE 4: Dr. Roger Introduction

[Play Video]

Now that we know an overview of what Masterpiece Living is and what the Masterpiece Living team does, let's talk about why our organization/community has partnered with Masterpiece Living.



MPL Core Experience

Facilitator Guide

MPL 101 for Leadership

SLIDE 5: Why?

*We have accomplished great things at **(organization name)**. We have worked hard to develop a strong, welcoming culture. Our organization has partnered with Masterpiece Living to help us to continue to stay cutting edge and offer the best environment for residents/members and team members to age successfully, while still being able to complete our jobs... which already keep us all very busy.*

The impact of Masterpiece Living can be seen throughout its network of partners. Masterpiece communities have proven decreased lifestyle and health risks, increased employee and resident/member satisfaction, decreased turnover, decreased fall incidence, decreased emergency room visits and increased occupancy, among many other outcomes. In fact, one organization corporate-wide saw a 32% decrease in emergency room visits and a 23% decrease in falls amongst its members/residents. Now, everyone here can connect the dots and see how this can not only lead to happier, healthier residents/member, but also money saved, increased or stabilized census which all equals more job security for each of us.

SLIDE 6: Our Priorities

*Our organization partnered with Masterpiece Living for many reasons, we have identified the main priorities for this partnership as: **[communicate reasons for partnership and specific desired outcomes for organization here, read leadership declaration]**.*

Masterpiece Living provides tools, resources and expertise to meet each of these priorities.

SLIDE 7: Masterpiece Living Supports

We are all very busy in the operations of our community/organization. Masterpiece Living helps us to take a step back and dedicate the time to focus on the big picture and provides tools and resources for strategic planning. We've partnered with this team whose mission and experience lies in successful aging cultures, which takes care of much of the leg work.

Masterpiece Living supports us in some of our day to day challenges of finding the time to focus on the big picture, setting priorities, and engaging and retaining strong team members.

Masterpiece Living dedicates 100% of it's time to creating resources, keeping current on latest research and trends and supporting organizations in empowering individuals and promoting successful aging.

SLIDE 8: The Plate

*You're probably thinking, this is one more initiative, one more new thing, one more thing on my already full plate. It's true that we like to keep current and integrate the latest here at **(Insert organization name)**. However, Masterpiece Living shouldn't be viewed as one more thing on your plate. Successful Aging culture is the lens through which we view all policies, decisions and*



MPL Core Experience

Facilitator Guide

MPL 101 for Leadership

interactions. It's not adding more to our plate, it is the plate. It's not about changing what you do, just looking at how you do it. It's a different way to view what you're already doing. At first, additional planning and training is necessary, but once everyone is on board and systems are in place, we become more efficient and effective.

In order to successfully integrate this cultural initiative, there are several key factors. Let's discuss those next....

(Optional activity: bring in plastic eyeglasses or camera lens to depict the “lens” of Successful Aging.)

SLIDE 9: The Key Elements of the Plate

*We know successful aging is important, but what is involved in making it work? There are 6 categories that make up a successful aging environment. All are critical foundational elements to the success of Masterpiece Living here at **(Organization name)**.*

Let's briefly look at each of these categories. While we do this, please think about our strengths and areas for improvement in each of these categories.

SLIDE 10: Culture

Culture is the biggest focus of Masterpiece Living it means that the environmental and operational core of our organization is rooted in successful aging. Do we impact the lives of everyone who interacts with our organization helping them to reach their potential? Can we do better at focusing on potential versus decline? One way to demonstrate culture is to talk about some famous companies are known for their company culture....

SLIDE 11: Culture

To show how culture is impacted by every member of an organization, we can look to some well-known companies for examples. Walt Disney World is an example that is used time and time again as an example of company culture, they create an “experience”, heck, it's the “most magical place on earth”. Disney has created a culture where each employee has a role in engaging customers in a happy experience, they have also created an environment that is dedicated to this mission. How many people have been to Disney World? Can you describe your experience? Would you agree that there's just this “feeling” you get from the parks, hotels, and staff (aka Cast Members) there? That is the culture of creativity, innovation and magic they have created.

Another example of a strong company culture is Southwest Airlines, whose mission is “dedication to the highest quality of Customer Service delivered through a sense of warmth,



MPL Core Experience

Facilitator Guide

MPL 101 for Leadership

friendliness, individual pride, and company spirit.” Now, many companies have mission statements, Southwest actually enacts this mission.” It’s not just their mission statement that sets them apart, it’s how they execute. They create an environment that is friendly and customer service oriented.

So, what does this have to do with us? Well, we are dedicated to creating an environment that supports successful aging. Unfortunately, our field/industry can have some inherent barriers to this, we can also get stuck in the way we’ve been doing things. So our goal, is to create a culture where anyone who interacts with our organization, lives or works here, sets foot on our campus is impacted by the culture of growth and potential.

(If organization mission statement reflect a successful aging culture, discuss with the team.)

Any company with a strong culture needs strong leadership. This is not defined as just one person directing the show, let’s explore this further...

SLIDE 12: Leadership

Leadership with Masterpiece Living means powerful, unwavering, and visible commitment to successful aging; demonstrated by actions toward maximizing growth and potential throughout the entire organization.

SLIDE 13: Leadership

*The definition of leadership is... “a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task”. Our common task is to continue to enhance our culture so that we are maximizing the potential of all who live and work here **[alternate language if not a senior living community: people who come into contact with our organization]***

*What do you think makes a great leader? **[Ask for audience participation]**.*

In the book Good to Great, Jim Collins calls the ultimate leader a “level 5 leader”, he defines this type of leader as “someone who blends extreme personal humility with intense professional will”. Meaning they put aside ego and getting credit and replace that with the larger goal of the organization. Their ambition is first and foremost for the institution, not for themselves.¹

SLIDE 14: Everyone’s a Leader

By the definitions we just discussed, being a leader doesn’t actually require any specific title or job, it’s more defined by actions. Throughout the Masterpiece Living process, we will be looking



MPL Core Experience

Facilitator Guide

MPL 101 for Leadership

for Level 5 type leaders, whether residents/members, team members or members of outside organizations to be part of continually enhancing our culture.

You/we are the designated leadership team, but we have to empower everyone within our organization to lead within a culture of Successful Aging. Again, “leadership is action, not position.” Organizational cultures are not created nor evolved by one person. A constantly evolving culture of successful aging is NOT person-dependent. It IS team-oriented and this includes hands-on participation from leadership.

This team leadership approach is key to our success with Masterpiece Living. Once we have the leaders in place and we are impacting the culture, we are really able to show our local area what’s possible with aging, that aging is not all about decline, it can be about growth and potential.

SLIDE 15: Outreach

This leads us to the third key to success, outreach. Outreach is the ways in which our organization is positioned as an expert in the aging field, forming partnerships to benefit the greater community, and furthering the movement of successful aging throughout the country. We all know that the perceptions of aging are not usually positive, we have the opportunity to impact that image. We can be part of a bigger purpose to show our area that aging can be different than all of those stereotypes.

In order to show what’s possible we need to focus on the people within our organization, team members and residents/members.

SLIDE 16: Team Member Engagement

Without team members being on board, we know it’s pretty much impossible to accomplish any goal at our organization. Team Member Engagement is defined as the ways in which successful aging principles are incorporated into team members’ interactions with one another, with residents/members, and in their personal lives. Team members have a huge impact on our culture, most get more everyday interaction with residents/members than we do. They have the power to impact the culture in a positive or negative way. This is why this training series is so important. Everyone must understand what we are trying to achieve and what their role is within this culture in order to be successful.

The other important members of our organization, of course, are the residents/members.

SLIDE 17: Resident/Member Engagement

Resident/Member Engagement reflects the ways in which residents/members take ownership and leadership in the successful aging culture, demonstrated through active contribution and



MPL Core Experience

Facilitator Guide

MPL 101 for Leadership

involvement throughout the organization. We don't want residents/members to be passive participants in our culture, but actively engaged in the culture. This involves education about Masterpiece Living and what's possible.

The final piece of the Masterpiece Living foundation is purposeful programming.

SLIDE 18: Purposeful Programming

It's easy to think that Masterpiece Living is all about programs or activities. It might seem like Masterpiece Living is part of Lifestyles or programming departments. Programming is a critical part of Masterpiece Living, but it is by no means what Masterpiece Living is all about. Our entire culture and every department is impacted by Masterpiece and plays a significant role. The way it impacts programming is important, Masterpiece Living defines Purposeful Programming as the ways in which programming 1. incorporates the four components of successful aging, 2. is designed around on strengths and areas for improvement of the population, 3. it is data driven, and 4. has a continual focus on growth.

Programming can set the tone for daily interactions at our organization, therefore is an important part of culture. Purposeful programming support successful aging journeys however, without the other key elements in place, reaching the ultimate level of programming is very challenging, if not impossible. Therefore, we can't lose site of the focus on the other keys.

SLIDE 19: Keys to Success

*There are several specific criteria within each of these categories which we will learn more about as we continue to work with Masterpiece Living. The process of integrating and ongoing support is broken down into steps and phases. We will work directly with someone at Masterpiece Living to continue to enhance our culture and our organization to make it the best possible for the people who live **[alternate language if not a senior living community: people who come into contact with our organization]** and work here.*

You will be participating in the full training with the rest of the team to learn more about the details, but we wanted you to get the introduction to the keys to success of Masterpiece Living first. This is the foundation that all other elements fall into, you are a large part of all of these pieces.

As a summary of what Masterpiece Living is, let's watch a video of Dr. David Gobble, Director of the Masterpiece Living Academy....

SLIDE 20: Dr. David Gobble Video



MPL Core Experience

Facilitator Guide

MPL 101 for Leadership

To summarize what Masterpiece Living is, why it exists and what is involved to make it successful, here is a video of Dr. David Gobble, the Director of the Masterpiece Living academy (Play Video).

SLIDE 21: Measuring Success

These keys to success are not just pie in the sky ideas. One great thing about Masterpiece Living is that we can measure our success. We can prove that the hard work that we do has an impact on individuals and on our organization. We even have the option to become a Certified Center for Successful Aging to even further differentiate ourselves.

Hopefully this is all sounding good to you, and that you're on board and ready to go. Now, it's time to get the rest of our team members on board. The reality is that no matter what type of new concept you are introducing, not everyone gets on board right away...

SLIDE 22: Diffusion of Innovation

The graph that you are seeing is the time tested theory published by Everett Rogers. It shows the trends for the introduction of new ideas and concepts. For both residents/members and team members, we must be prepared for these groups depicted on the graph to exist. Where it lists market share %, this for us is the commitment and involvement in Masterpiece Living. As you can see, once the "late majority" join in, a much larger percentage of the "market share" is achieved. Not everyone is going to be ready to jump on the bus immediately, but once the innovators and early adopters lead the way, the others will follow, with some key stages in mind. In Rogers' research, he outlines 5 stages of accepting a new innovation: knowledge, persuasion, decision, implementation, and confirmation. This is why Masterpiece Living requires several steps, plus on-going support in order to be integrated successfully into our culture. It impacts everything in or organization, but not in a way that adds to your load, it's a way of looking at things differently. Looking at things through that lens of successful aging.

[Discussions:]

Organization that has already launched Masterpiece Living: *We've already launched Masterpiece Living, do you feel that our team member and resident population's engagement and understanding of Masterpiece Living is represented in this graph? Do we have more innovators or laggards (people who are resistant)? What is the best way to get people excited and engaged?*

Organization that has not launched Masterpiece Living: *With any change or anything new, there will be those that will resist. What do you think is the best way to get residents/members and team members engaged and excited about Masterpiece Living? How can we identify the innovators in our group?*

Now we know that not everyone will jump on board immediately, this is a process. Thinking of this process, you may still be thinking about how this is going to impact you and your department. Let's talk through that....



MPL Core Experience

Facilitator Guide

MPL 101 for Leadership

SLIDE 23: Impact on Me and my Team

There's no doubt about the benefits of Masterpiece Living. I'm sure you are all in agreement about the core elements of "the plate". As the leadership team, it's our job to get everyone involved in positively impacting our culture. That said, you may still be wondering how this is specifically going to impact your department and team.

Our first step is this training series. There are 4 interactive, core training modules for all team members to take part in. They will cover what Masterpiece Living is, discuss culture, team members' roles within this culture, explore ageism and ableism and how successful aging can be applied to team members' personal journeys.

Part of Masterpiece Living is making enhancements to each department. Throughout this training process we will work to identify areas where Masterpiece Living can be infused into your department. Some examples from other Masterpiece Living organizations are: housekeepers extending personal invitations to residents for programs and events, drivers having a trivia question of the day, or a program of the day that they discuss with residents. Dining services enhancing the healthy options and social connections in the dining room. But, we'll talk about all of these in the coming trainings.

*Our first goal is to get all team members to these trainings, the goal is 100% participation, the gold standard within Masterpiece Living is 90%. The dates for our trainings are: **(fill in training dates here)**. Each training will be approximately 30-45 minutes. Our leadership team will meet again on **(insert date and time after the first two All- Team Member Trainings are complete)**. Following that session, you will lead a training for your department, we'll talk about that when we meet next.*

You're doing a great job, we know we can have more of an impact if we all work together.

You may have questions or concerns at this point, let's discuss those now.

SLIDE 24: Your Role

Thank you for sharing your questions and concerns. I look forward to working with you all as we continue to enrich our culture. I want to boil down what your role is within this culture: first, it's to know what Masterpiece Living is and secondly, it's to know how to speak to the value of Masterpiece Living and third, it's to live it. Living it is defined differently for everyone, successful aging does not mean everyone needs to be running marathons, it means focusing on your own wellness journey and taking care of yourself as well as making enhancements to what you do at work in order to promote the growth and potential of team members and resident/members. Does anyone have any questions?



MPL Core Experience

Facilitator Guide

MPL 101 for Leadership

SLIDE 25: What Now?

*Before we go, we're going to do one last thing. Sometimes it can be a challenge to describe Masterpiece Living to others. Just to practice articulating what Masterpiece Living is, turn to the person next to you and practice describing Masterpiece Living as you would to a team member or resident. **[Allow time for each person to practice describing Masterpiece. Ask a few participants to share what they said with the entire group.]***

What to do between now and the first All-Team Member Training Session:

Visibly make a statement of support, talk to team members about Masterpiece Living and let them know the trainings are coming. Also, ensure all team members attend training.

There are many ways to get more involved with Masterpiece Living. If you're interested in joining the Masterpiece Living champion team, please let me know.

SLIDE 26: Thank You!

Thank you for joining us today to discuss Masterpiece Living and our Successful Aging Culture.

Make each day a Masterpiece!

Supplemental Resources:

Supplemental Resources

Culture:

Our Iceberg is Melting by John Kotter and Holder Rathgeber

Kotter, J., & Rathgeber, H. (2006). *Our Iceberg is Melting*. New York, NY: St. Martin's Press.

All In by Adrian Gostick and Chester Elton

Gostick, A., & Elton, C. (2012). *All In*. New York, NY: Free Press.

The Fish Philosophy

<http://www.youtube.com/watch?v=-ZKiJejNRtw>

Leadership:

Good to Great by Jim Collins

Collins, J. (2001). *Good to Great*. New York, NY: HarperCollins Publishers Inc. .

Itay Talgam: Lead like the great conductors

http://www.ted.com/talks/itay_talgam_lead_like_the_great_conductors.html



MPL Core Experience

Facilitator Guide

MPL 101 for Leadership