



2018 Centers for Successful Aging Criteria and Measures

Areas highlighted in yellow are updates from 2017 criteria.

Guidelines

- * Applications are due **September 28, 2018.**
- * Please keep narrative responses to 1,000 characters (with spaces) or less, unless otherwise indicated. This includes 1,000 characters per each subcategory.
- * Include examples for all levels of living, as it applies to your organization.
- * Strong responses highlight elements of successful aging culture currently in place and sustained over time.
- * Choose your best response for each question and please limit your answers to one example per field. The strongest applications emphasize quality, innovative responses over quantity of answers.
- * Please provide supporting documents only for items indicated with the paperclip icon and label attachments to reflect the criteria name it supports.
- * Portrait data responses are based on the date range from **February 1, 2017 through August 1, 2018.**
- * Portrait should include, a minimum, IL and AL data (if integrated into Health Center, you may include that as well).
- * **All dashboard data will be included in the review process, please update your dashboard by September 28, 2018.**

Application Header

- * Completion of this application includes permission for Masterpiece Living to share with the MPL Network any Master Practices contained within.
- * Supporting Documents will not be shared with MPL partners without the express permission from the submitting organization.
- * List names and titles of all individuals who contributed to completing the application.

Glossary

- * Residents/members refers to both residents living at senior living communities and members of other Masterpiece Living partner organizations, such as senior centers. The terms are used interchangeably to refer to the population of older adults your organization supports.
- * Team member refers to staff members/employees/associates at Masterpiece Living partner organizations.



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A. Cover Letter: Successful Aging Ingrained in Culture

- * Write a cover letter that describes in 2,000 characters (with spaces) or less, the ways in which successful aging is fully integrated into your organizational culture. The following should be included in your response:
 - Consider how the core elements of successful aging are fully incorporated into all aspects of the organization's operations.
 - Successful aging is the basis for policies and procedures, encouraging growth for every individual who lives and works at the organization.
 - Empowering messages, coaching, outcomes and lifestyle choices are a part of meetings, programs and daily interactions.
 - Systems are in place to ensure ongoing growth of the organization through raising the bar.
 - Systems are in place to ensure sustainability of processes that promote successful aging.
 - The organization considers itself to be an expert on successful aging and positions itself as such within the greater community.
 - The organization invests in changing the experience and perception of aging in society.



- * Suggestion: once you have completed the application, and entered your most innovative responses, summarize your application and consider which additional elements about your organization's successful aging culture may not have been reflected elsewhere in the application.



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B. Culture

This section reflects how successful aging is the core of your organization's environment and operations.

Criteria	Description	Measure
<p>1. Empowering Language</p> 	<p>Continual analysis of language to ensure organization’s lexicon consists of empowering words that elicit growth and potential. (i.e. Senior Moment redefined as times when older adults are contributing and sharing skills and talents; Quality Assurance and Performance Improvement Process renamed Growth Opportunities; Performance Appraisal changed to “Gifts and Growth Conversation”)</p>	<ul style="list-style-type: none"> a. Describe the process for evaluating language at your organization and how team members and residents/members engage in that process. b. Describe the process of ensuring all team members and residents/members are aware of new language and how the organization ensures the new language is used. c. Provide at least 3 examples of innovative language <i>changes within the last 12 months</i> that are consistently used at your organization. Examples should reflect empowerment and successful aging. d. Attach a complete language lexicon that reflects all words that are no longer used at your organization and the replacement language.
<p>2. Data-driven Outcomes</p> 	<p>Criteria illustrates how goals are set and demonstrates achieved results from selected strategies. Successful aging initiative is informed by quantifiable measures. Outcomes demonstrate strategies were effective in improving successful aging Measures.</p> <p>(Example: Goal: Increase fruits and vegetable consumption by 10%. MPL Data Collection Method Used: 2017 Portrait Data. Baseline Number: 18.4% eat 5+ fruits/vegetables per day. Identified Strategy: The Chef & Dietician created healthy options featured in customized Nourish talk. Focus: healthy choices, moderation, portion size. The Fitness Specialist leads Eating for Weight Loss talks & biweekly Weight Loss Groups focused</p>	<ul style="list-style-type: none"> a. List two organizational successful aging goals identified in the previous year. b. For each goal list the MPL data collection method used, baseline number, identified strategy, method of measurement, and results. c. Attach MPL goals and strategies from most recent strategy session with Partnership Specialist.




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	<p>on healthy lifestyle choices to educate on BMI, low calorie choices and exercise needed to burn calories. The Chef is a regular speaker and a healthy food display is featured at dining room entrance. The servers are trained on supporting residents to make healthy choices. Method of Measurement: 2017 Portrait Data. Results: 20.6% eat 5+ fruits/vegetables per day.)</p>	
<p>3. Leveraging MPL Resources</p>	<p>Network Calls, MPL social media, Data Revelations, Mosaic, Lyceum, Fireside Chats, and <i>Live Long Die Short</i> provide the latest research on successful aging. Leveraging these deliverables to continually modify programming, education, marketing, and operations ensures application of the latest research on successful aging. (Criterion does not include Programs and Campaigns by Masterpiece)</p>	<p>a. What MPL resources (listed in category description) are you utilizing to stay cutting-edge and up to date on the latest research? b. Describe how the information from these resources is directly applied in programming, marketing, training, and operations.</p>
<p>4. Masterpiece Living Network Participation</p>	<p>Learning from and sharing with the Masterpiece Living network can be a powerful tool to help glean fresh ideas and maintain momentum in creating a successful aging culture. Master Practices are the most innovative policies, practices, and tips from Masterpiece Living communities. Network Practices are purposeful policies, programs, and practices commonly taking place within the Masterpiece Living network. For part b, practices must be submitted and accepted as a Masterpiece Living Master Practice.</p>	<p>a. Describe 2 innovative Master Practices or Network Practices that you've <i>gained</i> from the Masterpiece Living Network and how you've implemented them at your organization. b. Describe the 2 most innovative Master Practices that you've <i>contributed</i> to the Masterpiece Living Network.</p>
<p>5. Departmental Culture Enhancements</p>	<p>Using the lens of successful aging, each department has implemented enhancements in the daily operations to better support successful aging. (Examples: Healthy dining options are now the foundation of the dining menu; housekeeping now extends personal invitations to programs, maintenance team supporting with tech to support social connection-skype, facetime, etc.)</p>	<p>a. Describe 3 specific departmental enhancements that have been implemented since launch/debut that support successful aging and contribute to the culture. Response should reflect use of SA lens to transform operations in these departments. Please include examples from <i>3 different departments excluding Lifestyles and Marketing</i>.</p>



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6. Physical Environment	<p>Ongoing analysis and enhancements to physical environment that support successful aging lifestyle. (Example: With the help of residents, we upcycled an old fence to create a dog park in a formerly unused area)</p>	<p>a. Provide 3 examples of innovative <i>changes</i> made at your organization that reflect ongoing analysis of how the physical environment encourages individuals to choose successful aging lifestyle behaviors.</p>
7. Inclusive Culture	<p>All residents/members are invited and feel welcome to participate in programs, events, dining and activities together as one community regardless of physical ability, cognitive ability, or level of living. The culture and environment support all ages and abilities. Residents/members engage with one another across the entire organization. sales and marketing communicates inclusivity throughout sales process. (Example: At new resident orientation, each new resident is educated about ageism and ableism and how damaging it is to individuals and culture.)</p>	<p>a. Describe 3 initiatives, policies, or specific actions that have been implemented to address and overcome ageism and ableism at your organization. b. Provide 2 examples of how sales and marketing promote inclusive culture. c. For each level of living, if applicable, provide 2 examples of how you have integrated Masterpiece Living initiatives.</p>
8. Lifestyle Coaching Training & Application	<p>Multiple team members and residents trained in lifestyle coaching. Training is applied in both individual and group follow-up sessions. Informal conversations are also coaching conversations. All with an objective of each individual identifying steps on their successful aging journey.</p> <p><i>Emerald level requires watching all GEMS videos and participating in at least 4 Polish Your GEMS sessions, or attendance of a GEMS session at Lyceum. Diamond level includes Emerald level requirements plus an additional 6 Polish Your GEMS sessions, or achieving Diamond level through Lyceum GEMS sessions.</i></p>	<p>a. List the name and title of 4 individuals who have completed and applied the Lifestyle Coaching Training at the Emerald level, and 1 individual who has completed and applied the Lifestyle Coaching Training at the Diamond level. b. How is the coaching training applied?</p>
9. Human Capital 	<p>A system for discovering and leveraging the human capital of residents and team members within the organization is in place.</p>	<p>a. Describe your system for discovering human capital. b. Describe your method for leveraging human capital. *Attach any supporting documents.</p>



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C. Leadership

This section reflects how your community clearly reflects a strong, unwavering, and visible commitment to successful aging, demonstrated by actions toward maximizing growth and potential throughout the entire organization.

Criteria	Description	Measure
1. Visible Statement of Support 	Letters, statements, logos, mottos, and mission statements reflect clear support for successful aging. Leadership communicates commitment on an ongoing basis through newsletter, town hall, presentations, or other regular correspondence.	a. Provide written documents that represent leadership's commitment to successful aging. b. What is the message about successful aging from Leadership? c. Describe how the commitment to successful aging is visible in <i>daily processes</i> .
2. Leadership Trained and Engaged	All (100%) members of the leadership team (ED, AED, department heads) have attended initial MPL team member training (either during integration or through new team member orientation) and participate in ongoing/annual MPL training. The Executive Director/organization leader has attended Foundational Training within the last 4 years. Leadership demonstrates MPL knowledge through daily decisions and interactions.	a. What percentage of the leadership team completed initial MPL training? b. When did the ED/organization leader attend Foundational Training? c. What percentage of the leadership team completed annual MPL training within the last 12 months? d. What does MPL annual training for leaders include (leadership retreat, participation alongside all team members, etc.)? e. How does leadership utilize MPL knowledge in decision making and daily interactions with team members?
3. Team Member Training	Initial Masterpiece Living training includes core modules that address culture, language, the four components of successful aging and the role of team members in a successful aging culture. Annual training involves one module MPL training; ongoing includes 10-minute training topics and other MPL resources. New team member	a. How was MPL initial training made available to all team members? b. How is MPL training included in new team member orientation and what are the topics addressed?



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	<p>orientation includes the Core Experience MPL training modules.</p>	<p>c. What is the system for ensuring participation of all team members in ongoing and annual training?</p>
<p>4. Team Member Expectations</p> 	<p>Expectations of team members clearly reflect a commitment to successful aging. Job descriptions, performance appraisals, job interviews include references to successful aging and the role of the team member.</p>	<p>a. Describe how team member expectations are communicated and implemented. b. Provide job description, performance appraisal, and interview question examples that communicate team member expectations in a culture of successful aging. Highlight the information related to successful aging and Masterpiece Living. (Excluding Masterpiece specific role, example Masterpiece Living director or coordinator.)</p>
<p>5. Leadership “Walks the Talk”</p>	<p>Members of the leadership team (ED, AED, Department Heads) are role models for successful aging. They participate in and lead programming. They share appropriate examples of their own successful aging journey. They have completed the Lifestyle Review and have set goals for personal growth.</p>	<p>a. Provide examples of Leadership making visible their own personal successful aging journeys. b. Describe the leadership team’s <i>participation</i> in programming. c. Describe the leadership team’s role in leading programs. d. What percentage of the leadership team have completed the Outreach Lifestyle Review?</p>
<p>6. Organizational Strategic Plan</p> 	<p>Executive leadership has established outcome measures which reflect progress toward an environment of growth and potential. These outcome measures are included in the organization's strategic plan (i.e. plans to upgrade physical environment to support successful aging, changes in budget to support successful aging principles, 5-year plan to become a Certified CSA, etc.)</p>	<p>a. Describe how successful aging measures are incorporated into the organization’s strategic plan. b. Attach organization strategic plan (comprehensive organizational goals, beyond the MPL goals set at Strategy Sessions) demonstrating ongoing, long-term plan to continue evolving the environment of successful aging.</p>



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7. Corporate Leadership	Corporate provides the support necessary for communities to be successful. The corporate team is actively in all elements of the successful aging culture.	<ul style="list-style-type: none"> a. What is the corporate mission statement? b. What changes have been made at the corporate level to support the successful aging cultures within communities? c. Who is the main point of contact for MPL at the corporate level. How do they support communities in achieving successful aging related goals? d. List corporate level goals related to successful aging and Masterpiece Living. e. In what ways has the corporate office engaged in programs, campaigns and trainings related to successful aging?
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D. Outreach

This section reflects the ways in which your organization is positioned as an expert in the aging field, forming partnerships to benefit both the greater community and your organization, and furthering the movement of successful aging throughout the country.

Criteria	Description	Measure
1. Media Outreach 	Highlighting the successful aging lifestyle and Masterpiece Living initiatives in local media, with the purpose of educating the greater community about what is possible with aging. (Examples: press releases, interviews, and articles that share SA research and position the organization as experts in the aging field)	Provide 3 examples of how you have promoted successful aging in local, regional or national features. For each example: <ul style="list-style-type: none"> a. How does this influence the perception of aging in the greater community? b. What is the message of successful aging shared? *Provide a supporting document or website link for each.




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<p>2. Contributions to Professional Industry Organizations</p> 	<p>Creating awareness and demonstrating leadership not only in the local regional market, but in the aging field as a whole. Evolving awareness of successful aging principles and actions across the aging field, raising the collective bar for the experience of aging in society. (Examples: contributions to ICAA, Leading Age, or MPL Lyceum in the form of articles, certifications, awards, and presentations)</p>	<p>a. List and describe 2 contributions to professional organizations in the aging field that share the successful aging practices of your organization (strongest response would include at least one of national scope).</p> <p>* Provide supporting documents where appropriate.</p>
<p>3. Policy Influence</p>	<p>Active role in educating and impacting society's perception on aging by influencing public policy. (Examples: representation on policy making boards; education of local, state and national organizations; advocacy for older adults.)</p>	<p>a. Describe ways in which your organization is influencing local, state or national policy to include the concepts of successful aging and the empowerment of older adults.</p>
<p>4. Civic Engagement</p> 	<p>A continuous focus on volunteer initiatives that benefit the greater community and utilize the skills and abilities of your organization's residents/members. Systems are in place that make the initiatives sustainable. Civic engagement has a broad reach and creates visibility for prospective residents/members. At least 60% of residents at your organization are volunteering, according to MPL Portrait Report data.</p>	<p>a. Describe 5 volunteer initiatives (beyond philanthropy) that your organization has facilitated in the past year.</p> <p>b. What percentage of residents are volunteering, based on your Portrait Report data?</p>



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<p>5. Engaging Older Adults from the Greater Community</p>	<p>Offering formal opportunities for older adults living in the greater community to participate in your organization's culture of successful aging, facilitating their growth and changing their perception of the aging experience (i.e. offering community membership to the onsite wellness center, inviting community members to participate in Programs by Masterpiece Living, etc.). Thereby, organization is showcased as experts in aging.</p>	<p>a. Describe 3 successful aging outreach initiatives that engage older adults from the greater community. What are the main features and benefits? (<i>Beyond marketing events</i>)</p>
<p>6. Caregiver & Family Member Education/Involvement</p>	<p>Sharing successful aging research with family members and caregivers (non-team members) to support them in <i>their own</i> successful aging journeys, as well as providing a new perspective on how they support their loved ones. This includes opportunities to experience the successful aging lifestyle within your organization, support for personal successful aging journeys, and opportunities to build skills that support residents/members in successful aging.</p>	<p>a. Describe 3 ways in which you support family members and/or caregivers in their personal successful aging journeys.</p> <p>b. How does your organization educate and engage family members and/or caregivers in the successful aging journeys of their loved ones?</p>
<p>7. Sales and Marketing Process and Materials</p> 	<p>The marketing process includes the ways in which you describe and showcase the experience of successful aging when building relationships with prospects.</p>	<p>a. What is your message to prospects about successful aging?</p> <p>b. Describe how successful aging is reflected throughout your marketing process.</p> <p>c. Provide examples of marketing materials that reflect your successful aging culture.</p> <p>d. Provide examples of how data is used in the sales and marketing process.</p>




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		<p>e. Provide a link to your website that messages successful aging and/or Masterpiece Living.</p>
<p>8. Marketing Events</p>	<p>Marketing events incorporate appropriate elements of the purposeful programming definition, offering an engaging opportunity for prospective residents to experience a culture of growth and potential.</p>	<p>a. Describe 3 innovative marketing events that engage prospects in successful aging experiences.</p>
<p>9. Strategic Partnerships</p>	<p>Ongoing partnerships with outside organizations that directly impact the successful aging of residents/members. Expands awareness in the greater community about successful aging in action. (Examples: dance or theater groups depicting life stories of residents, local YMCA for Silver Sneakers classes, art studios, lifelong learning programs)</p>	<p>a. List 3 partnerships with outside organizations and <i>describe</i> how that partnership supports the successful aging culture and the successful aging of the residents/members.</p>



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E. Team Member Engagement		
<i>This section reflects the ways in which successful aging principles are incorporated into team members' interactions with one another, with residents/members, and in their personal lives.</i>		
Criteria	Description	Measure
1. Active Team Member Champion Team	The Champion Team is a diverse group of team members, beyond the lifestyles department, who work together to continuously develop the successful aging culture. Comprehensive training in the principles of successful aging through the Champion Training series and Foundational Training attendance is critical to success of this group.	<ol style="list-style-type: none"> a. Describe the system for ensuring an effective Champion Team (i.e. How often does the team meet, how are the roles of each member defined, what process is used to ensure action items are carried out between meetings, etc.). b. List the Champion Team members and their job titles. c. List the Champion Team members who have attended Foundational Training. d. List the Champion Team members who have <i>not</i> attended Foundational Training, but have completed the Masterpiece Living Champion Team training series and/or integration training.
2. Team Member-Led Programs	Team members are encouraged and permitted to further the successful aging culture by leading programs that are beyond their typical job description. (Example: Maintenance worker teaches stained glass class)	<ol style="list-style-type: none"> a. Provide 5 examples of innovative team member-led programs that support successful aging (outside of lifestyles team members). Indicate which departments are represented and how the program supports successful aging of residents/members.
3. Team Member Role 	Each team member is encouraged to think beyond their job description, to interact with residents/members in a meaningful way, and support successful aging for every individual within the organization. Team members understand and can articulate their role in a successful aging culture.	<ol style="list-style-type: none"> a. Provide written examples from a <i>leader</i> and a <i>team member</i> (outside of lifestyles and wellness departments) describing their role at your organization. b. Describe how leadership reinforces this concept in daily interactions.



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<p>4. Annual All-Team Member MPL Training</p>	<p>A culture of successful aging provides ongoing learning opportunities and provides MPL training to new team members as part of onboarding. Within the last 12 months, 90% of team members have participated in the annual Masterpiece Living training.</p>	<p>a. What % of team members (all team members, all departments) in each level of living have participated in MPL annual training within the last 12 months?</p>
<p>5. Team Member Successful Aging Opportunities</p>	<p>Team members incorporate the four components of successful aging into their own lives and continually strive to identify opportunities for growth. Leadership supports team members in successful aging by incorporating wellness activities into team meetings and providing healthy dining options. Team members participate in your organization's wellness program and Movement Matters.</p>	<p>a. Describe team member successful aging opportunities in each of the four components.</p> <p>b. List the percentage of team members that participate in each of the following: your organization's wellness program and Movement Matters.</p> <p>c. List the percentage of team members that have taken the Outreach Lifestyle Review in the past 18 months.</p>



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F. Resident/Member Engagement

This section reflects the ways in which residents/members take ownership and leadership in the successful aging culture, demonstrated through active contribution and involvement throughout the organization.

Criteria	Description	Measure
1. Active Resident/Member MPL Champion Group	Residents/members take an active role in directing, organizing, and facilitating how MPL is integrated into the community.	a. Explain <i>role</i> of resident MPL champions, <i>number</i> of champions, types of successful aging <i>committees or teams</i> currently established and any <i>structures in place</i> for communicating champion team guidelines and responsibilities.
2. Resident/Member-Led Programs 	Programs in all applicable levels of living are organized, directed, and led by residents and make up a large portion of the lifestyle calendar. Minimum of 40% of programs offered are resident/member-led.	a. What % of your total offerings are comprised of resident-led programs? (Include both IL and AL totals, and other levels of living if applicable. If one program is offered multiple times per month, count only once.) b. Attach a copy of your previous month's calendar and indicate which items are resident-led.
3. Masterpiece Living Review Completion 	The Masterpiece Living Reviews are a priority to drive individual goals, community programs and inform initiatives. Fifty percent or more of residents/members (IL and AL and other levels of living, if applicable) have completed the Lifestyle and Mobility Reviews during each of the past two review campaigns.	a. (Please request this calculation from your Partnership Specialist.) b. What system is in place to ensure annual completion of MPL Reviews?
4. Follow-up Sessions 	Follow-up sessions create opportunities for residents to identify what they would like to accomplish on their successful aging journey. Seventy percent of those who take the Reviews have participated in a follow-up session. Process is in place which supports goal-setting and support throughout the year.	a. Specifically describe your <i>follow-up process</i> (small groups, private sessions, system for inviting participants to attend, etc.) b. What percentage of residents/members who completed MPL reviews participated in follow-up sessions?




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		c. Describe ongoing process for supporting residents/members in achieving their goals throughout the year (i.e. regularly occurring follow up sessions, accountability partners, teams, etc.)
<p>5. Opportunities to Use Skills and Abilities</p> 	Residents/members use skills and abilities to contribute to daily functions within the organization. (Examples: worship leader, resident champion team, running gift shop, organizing fundraisers, etc.) Fifty percent of respondents taking the Lifestyle Review report having opportunities to use their skills and abilities <i>very often</i> or <i>quite often</i> .	a. What percentage of respondents taking the Lifestyle Review report having opportunities to use their skills and abilities <i>very often</i> or <i>quite often</i> ? (Please refer to Portrait Report for all levels of living in which MPL is integrated.)

G. Purposeful Programming

This section reflects the ways in which programming is balanced among the four components of successful aging (Social, Intellectual, Physical, Spiritual), is designed around the population's strengths and opportunities for improvement, is data-driven, and has a continual focus on growth.

Criteria	Description	Measure
<p>1. Balanced Lifestyles Calendar</p> 	Purposeful programming includes a balanced offering of programs that challenge participants across the 4 components.	a. For all levels of living, provide calendars for a sampling of 2 months. b. Record average number of programs in each component per month (if the programs is offered multiple times per month, it is counted only once).
<p>2. Data-Driven Program Offerings</p>	Programming decisions based on the needs of residents/members, as reflected by data outcomes. (i.e. Portrait data indicated W% on X measure so we implemented Y strategy. Portrait data now shows Z%)	<i>Describe</i> 3 programs that are offered based on data outcomes. For each program: a. What was the specific <i>baseline data</i> (include number or percentage) that fueled the offering? b. How does the program address the data? c. What does the <i>subsequent data</i> show (include a number or percentage)?



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		d. What does this communicate about the impact of the program?
3. Intergenerational Relationships	Frequently available opportunities for residents to engage meaningfully with children and younger adults in purposeful engagement such as mentoring, tutoring, art projects, and physical activities. Residents/members have an opportunity to enrich the lives of future generations by sharing their skills and interests.	<p>a. Describe 5 systems designed to create meaningful intergenerational relationships.</p> <p>b. How often are these offered and what is the duration of each (4 weeks at a time, one day per year, etc.)?</p>
4. Blended Programs	Team members are invited to participate in programs and activities with residents/members, and are actively participating in blended programs. Blended programs are offered regularly and as special events.	<p>a. How many blended programs are offered at your organization monthly? How many special events are offered annually?</p> <p>b. Describe 4 blended programs offered at least quarterly.</p> <p>c. Describe how team members are involved.</p> <p>d. How many team members regularly participate?</p>
5. Enhanced Programs-- Innovation	Enhanced programming by incorporating an additional element into an existing program. (Example: cognitive plus balance exercises = cognitive balance; fitness classes are enhanced to include counting in another language; lectures are enhanced to add physical activity.)	<p>a. List 5 programs you have improved by incorporating an additional element to make it more purposeful or multi-dimensional.</p> <p>b. Describe how the change has increased challenge and growth for participants.</p>
6. Programs and Campaigns by Masterpiece	Frequent use of Programs by Masterpiece (PbM) and participation in the Masterpiece Living Campaigns. Programs by Masterpiece are research-based, pilot-tested programs developed by the both the experts at Masterpiece Living and in the related fields. (Programs: Nourish, Inspire, Neurobics, Breathe, Vertical, World of Wellness, Resilience, LLDS Book Club, Dr. Rob's Cognitive Connections. Campaigns: Movement Matters and Living It!)	<p>a. List all programs or campaigns by Masterpiece offered at your organization in the last 12 months.</p> <p>b. For one PbM or campaign, describe findings from pre and post tests.</p> <p>c. What actions did you take (or plan) as a result of the pre and post test findings?</p>



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7. Inclusive Fitness Programming	Fitness centers and programs are available to and inclusive of all levels of living.	a. How does your fitness program support each level of living?
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