2019 Centers for Successful Aging
Criteria and Measures

Areas highlighted in yellow are updates from 2018 criteria.

General Application Information

∗ The application window is August 14, 2019 through September 27, 2019. The application link will be emailed on Tuesday, August 13, 2019.

∗ Applications are due Friday, September 27, 2019 at midnight Mountain Time.

∗ The CSA Application Fee is $1,200.

Application Guidelines

∗ The application form limits written responses to 1,000 characters or less, unless otherwise indicated. This includes 1,000 characters per each subcategory.

∗ Choose the best response for each question and limit your answers to one example per field. The strongest applications emphasize quality, innovative responses over quantity of answers.

∗ Strong responses highlight elements of successful aging culture currently in place and sustained over time.

∗ Include examples for all levels of living, as it applies to your organization.

∗ Sections requiring supporting documents will have an 'Upload' button for attaching the requested documents.

∗ Portrait data responses are based on the date range from **February 1, 2018 through August 1, 2019**.

∗ All dashboard data will be included in the review process, please update your dashboard by **September 27, 2019**.

∗ Completion of this application includes permission for Masterpiece Living to share with the MPL Network Practices contained within.

∗ Supporting documents will not be shared with MPL partners without the express permission from the submitting organization.

Glossary

∗ Residents/members refers to both residents living at senior living communities and members of other Masterpiece Living partner organizations. The terms are used interchangeably to refer to the population of older adults the organization supports.

∗ Team member refers to staff members/employees/associates at Masterpiece Living partner organizations.

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Contents

The criteria in this document are divided into the following sections:

A. Cover Letter: Successful Aging Ingrained in Culture

∗	Write a cover letter that describes in 2,000 characters or less, the ways in which successful aging is fully integrated into the organizational culture. The following should be included in your response:
- o	Consider how the core elements of successful aging are fully incorporated into all aspects of the organization's operations.
- o	Successful aging is the basis for policies and procedures, encouraging growth for every individual who lives and works at the organization.
- o	Empowering messages, coaching, outcomes and lifestyle choices are a part of meetings, programs and daily interactions.
- o	Systems are in place to ensure ongoing growth of the organization through raising the bar.
- o	Systems are in place to ensure sustainability of processes that promote successful aging.
- o	The organization considers itself to be an expert on successful aging and positions itself as such within the greater community.
- o	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 the organization's successful aging culture may not have been reflected elsewhere in the application.

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

Criteria	Description	Measure
B1. Empowering Language	Continual analysis of language to ensure the 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").*	a. Describe the process for evaluating language at the 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 changes within the last 12 months that are consistently used at the organization. Examples should reflect empowerment and successful aging. d. Attach a complete language lexicon that reflects all words that are no longer used at the organization and the replacement language.

Criteria	Description	Measure
B2. Data-driven Outcomes	This criterion 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. <mark>Note: increased Review participation is not an appropriate goal. Include goals that involve various levels of living.</mark> (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 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.)	a. List **2** 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. d. <mark>Attach current Dashboard report.</mark>

Criteria	Description	Measure
B3. Leveraging MPL Resources	MPL resources such as Network Calls, MPL social media, Data Revelations, Mosaic, Lyceum, *Successful Aging Makes Census ™ resources* and *Live Long Die Short* 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.)	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.
B4. Masterpiece Living Network Participation	Learning from and sharing with the Masterpiece Living network can be a powerful tool to glean fresh ideas and maintain momentum in a Successful Aging culture. Master Practices must be submitted & accepted. Master Practices may be shared through the Lyceum or other MPL educational content.	a. Describe **2** MPL Master Practices or ICAA-recognized best practices that you've *gained* and how you've implemented them at the organization. b. Describe **2** Master Practices that you've *contributed* to the Masterpiece Living Network. c. How were the Master Practices shared with the MPL network?
B5. Departmental Culture Enhancements	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.)	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 **3** different departments excluding Lifestyles and Marketing. Describe before and after the enhancement.

Criteria	Description	Measure
B6. Physical Environment	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)	a. Provide **3** examples of innovative changes made at the organization that reflect ongoing analysis of how the physical environment encourages individuals to choose successful aging lifestyle behaviors. b. Describe the before and after the enhancement.
B7. Inclusive Culture	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 the 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.)	a. What challenge have you encountered in terms of inclusivity, and how did you overcome? b. Describe **3** initiatives, policies, or specific actions that have been implemented to address and overcome ageism and ableism at the organization. c. Provide **2** examples of how sales and marketing promote inclusive culture. d. For each level of living, if applicable, provide **2** examples of how you have integrated Masterpiece Living initiatives.
B8. Lifestyle Coaching Training & Application	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. Emerald level requires watching *3* GEMS videos and participating in at least *4* Polish Your GEMS sessions, or attendance of a GEMS workshop. Diamond level includes Emerald level requirements plus an additional *6* Polish Your GEMS sessions and a video. Diamond level can also be achieved through attendance of a second *1*-day workshop.	a. List the name and title of **4** individuals who have completed and applied the Lifestyle Coaching Training at the Emerald level, and one individual who has completed and applied the Lifestyle Coaching Training at the Diamond level. b. How is the coaching training applied?

Criteria	Description	Measure
B9. Human Capital	A system for discovering and leveraging the human capital of residents and team members within the organization is in place.	a. Describe the system for discovering human capital of residents and team members. b. Describe the method for leveraging human capital. c. How does the human capital of residents and team members contribute to society or impact people in need? d. Attach any supporting documents.

C. Leadership		
This section reflects how the 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**
C1. 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 daily processes.
C2. 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?
C3. 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 topics and other MPL resources. New team member orientation includes the Core Experience MPL training modules.	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? c. What is the system for ensuring participation of all team members in ongoing and annual training?

Criteria	Description	Measure
C4. Team Member Expectations	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.	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.)
C5. Leadership "Walks the Talk"	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.	a. Provide examples of Leadership making visible their own personal successful aging journeys. b. Describe the leadership team's *participation* 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?
C6. Organizational Strategic Plan	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 Center for Successful Aging, etc.)	a. Describe how successful aging measures are incorporated into the organization's strategic plan. b. ==Does the community board of directors include residents? If so, what is their role and how much influence do they have over decision making?== c. Attach organization strategic plan (comprehensive organizational goals, not the MPL goals set at Strategy Sessions) demonstrating ongoing, long-term plan to continue evolving the environment of successful aging.

Criteria	Description	Measure
C7. Home Office Leadership	Home office (corporate) provides the support necessary for communities to be successful. The Home Office team is active in all elements of the successful aging culture.	a. What is the corporation's mission statement? b. What changes have been made at the home office level to support the successful aging cultures within communities? c. Who is the main point of contact for MPL at the home office level? How does he/she support communities in achieving successful aging related goals? d. List corporation-level goals related to successful aging and Masterpiece Living. e. In what ways has the home office engaged in programs, campaigns and trainings related to successful aging?

	D. Outreach	
	This section reflects the ways in which the organization is positioned as an expert in the aging field, forming partnerships to benefit both the greater community and the organization, and furthering the movement of successful aging throughout the country.	
Criteria	**Description**	**Measure**
D1. 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: a. How does this influence the perception of aging in the greater community? b. What is the message of successful aging shared? c. Provide a supporting document or website link for each.
D2. Contributions to Professional Industry Organizations	Creating awareness and demonstrating leadership not only in the local regional market, but in the aging field as a whole. Evolving awareness of <u>successful aging principles</u> 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)	a. List and describe **2** contributions to professional organizations in the aging field that share the successful aging practices of the organization (strongest response would include at least **1** of national scope). b. Provide supporting documents where appropriate.
D3. Policy Influence	Active role in educating and impacting society's perception of aging by influencing public policy. (Examples: representation on policy making boards; education of local, state and national organizations; advocacy for older adults.)	a. Describe ways in which the organization is influencing local, state or national policy to include the concepts of successful aging and the empowerment of older adults.

Criteria	Description	Measure
D4. Civic Engagement	A continuous focus on volunteer initiatives that benefit the greater community and utilize the skills and abilities of the 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 the organization are volunteering, according to MPL Portrait Report data.	a. Describe **5** volunteer initiatives (beyond philanthropy) that the organization has facilitated in the past year. b. What percentage of residents are volunteering based on the Portrait Report data from last campaign?
D5. Engaging Older Adults from the Greater Community	Offering formal opportunities for older adults living in the greater community to participate in the 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.	a. Describe **3** successful aging outreach initiatives that engage older adults from the greater community. What are the main features and benefits? (Beyond marketing events)

Criteria	Description	Measure
D6. Caregiver & Family Member Education/Involvement	<mark>Position the community as a thought-leader & educator on caregiving as it relates to successful aging.</mark> Includes sharing successful aging research with family members and caregivers (non-team members) to support them in *their own* 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 the organization, support for personal successful aging journeys, and opportunities to build skills that support residents/members in successful aging.	a. Describe **3** ways in which you support family members and/or caregivers in their personal successful aging journeys. b. How does the organization educate and engage family members and/or caregivers in the successful aging journeys of their loved ones?
D7. Sales and Marketing Process and Materials	The marketing process includes the ways in which you describe and showcase the experience of successful aging when building relationships with prospective residents.	a. What is your message to prospective residents about successful aging? b. Describe how successful aging is reflected throughout the marketing process. c. Provide examples of marketing materials that reflect the successful aging culture. d. Provide examples of how data is used to support brand promises. e. <mark>Provide examples of how the human capital of prospective residents is gathered during the sales process. *This criterion will be scored in 2019, however, the score will not be included in the final scoring of the CSA application.*</mark> f. Provide a link to your website that messages successful aging and/or Masterpiece Living.

Criteria	Description	Measure
D8. Marketing Events	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.	a. Describe **3** innovative marketing events that engage prospective residents in successful aging experiences.
D9. Strategic Partnerships	Ongoing partnerships with outside organizations that directly impact the successful aging of residents/ members. Expand 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).	a. List **3** partnerships with outside organizations and describe how that partnership supports the successful aging culture and the successful aging of the residents/members.

E. Team Member Engagement		
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.		
Criteria	**Description**	**Measure**
E1. 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 the success of this group.	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 not attended Foundational Training, but have completed the Masterpiece Living Champion Team training series and/or integration training.
E2. Team Member-Led Programs	Team members are encouraged and permissioned to further the successful aging culture by leading programs that are beyond their typical job description. (Example: Maintenance worker teaches stained glass class)	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 the successful aging of residents/ members.
E3. 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.	a. Provide written examples from a leader and a team member (outside of lifestyles and wellness departments) describing their role at the organization in their own words. b. Describe how leadership reinforces this concept in daily interactions.

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Criteria	Description	Measure
E4. Annual All-Team Member MPL Training	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.	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?
E5. Team Member Successful Aging Opportunities	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 the organization's wellness program and Movement Matters.	a. Describe team member successful aging opportunities in each of the four components. b. List the percentage of team members that participate in each of the following: the organization's wellness program and Movement Matters. c. List the percentage of team members that have taken the Outreach Lifestyle Review in the past 18 months.
E6. Team Member Retention	Team member retention can be impacted by creating a successful aging culture, providing successful aging resources, education and encouraging engagement. *This criterion will be scored in 2019, however, the score will not be included in the final scoring of the CSA application.*	a. How has team member retention been impacted by the successful aging culture/partnership with MPL?

	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**
F1. 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 role of resident MPL champions, number of champions, <mark>level of living for each</mark>, types of successful aging committees or teams currently established and any structures in place for communicating champion team guidelines and responsibilities.
F2. 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. <mark>Participation in all levels of living is encouraged.</mark>	a. What % of the total offerings are comprised of resident-led programs? (Include IL and other levels of living if applicable. If one program is offered multiple times per month, count only once.) b. Attach a copy of the previous month's calendar and indicate which items are resident-led. <mark>Please color code based on level of living of the resident leader.</mark>
F3. Masterpiece Living Review Completion	The Masterpiece Living Reviews are a priority to drive individual goals, community programs and inform initiatives. Fifty percent (50%) 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?

Criteria	Description	Measure
F4. 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 (70%) of those who take the Reviews have participated in a follow-up session. A process is in place which supports goal-setting and support throughout the year.	a. Specifically describe the follow-up process (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? 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.).
F5. Opportunities to use Skills and Abilities	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 (50%) of respondents taking the Lifestyle Review report having opportunities to use their skills and abilities very often or quite often.	a. What percentage of respondents taking the Lifestyle Review report having opportunities to use their skills and abilities very often or quite often?

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**
G1. Balanced Lifestyles Calendar 📎	Purposeful programming includes a balanced offering of programs that challenge participants across the four 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).
G2. Data-Driven Program Offerings	Programming decisions are 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%).	Describe *3* programs that are offered based on data outcomes. For each program: a. What was the specific *baseline data* (include number or percentage) that fueled the offering? b. How does the program address the data? c. What does the *subsequent data* show (include a number or percentage)? d. What does this communicate about the impact of the program?
G3. 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.	a. Describe **5** systems designed to create meaningful intergenerational relationships. At least one should involve residents mentoring other generations. b. How often are these offered and what is the duration of each (4 weeks at a time, one day per year, etc.)?
G4. Blended Programs	Team members are invited to participate in programs/opportunities with residents/members, and are actively participating in blended programs. Blended programs are offered regularly and as special events. Opportunities may include shared dining space, shared fitness center, etc.	a. How many blended programs/opportunities are offered at the organization monthly? How many special events are offered annually? b. Describe **4** blended programs or opportunities offered at least quarterly. c. Describe how team members are involved. d. What percentage of team members regularly participate?

Criteria	Description	Measure
G5. Enhanced Programs- Innovation	Enhanced programming by incorporating an additional element into an existing program. (Example: cognitive plus balance exercises = cognitive balance; fitness classes involve dual tasking; lectures are enhanced to add physical activity, technological enhancements, etc.)	a. List **5** programs you have improved by incorporating an additional element to make it more purposeful or multi-dimensional. b. Describe how the change has increased challenge and growth for participants.
G6. Programs and Campaigns by Masterpiece	The organization frequently offer/uses Programs by Masterpiece (PbM) and participates 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+, Brain Health University, Breathe, Vertical, World of Wellness, Resilience, LLDS Book Club, Dr. Rob's Cognitive Connections. Campaigns: Movement Matters and Living It!)	a. List all programs or campaigns by Masterpiece offered at the organization in the last *12* months. b. For one PbM or Campaign, describe findings from pre and post tests. c. What actions did you take (or plan) as a result of the pre and post test findings?
G7. Inclusive Fitness Programming	Fitness centers and programs are available to and inclusive of all levels of living.	a. How does the fitness program support each level of living?