

HUMANISING CARE

MAKING CONNECTIONS
THAT CREATE
COMMUNITIES



Introduction p. 5

- 1 — Why we created this workbook p. 10
- 2 — Who should use this workbook? p. 14
- 3 — Why a workbook? p. 18
- 4 — About Humanitas Deventer p. 22
- 5 — Humanitas Deventer at work p. 36
- 6 — What happens when care is humanised? p. 48
- 7 — Before you start p. 56
- 8 — Getting to work p. 60



When you step into the Humanitas Deventer nursing home, there are a few things you'll notice.

It doesn't smell like a nursing home. Essential oils and ventilation ensure that the air is fresh and clean.

It doesn't sound like a nursing home. You'll likely hear peals of laughter and animated conversations.

It doesn't feel like a nursing home. It's not unusual to see a 20-year-old student racing an elderly resident in a wheelchair through the hallways, or gathering her housemates together for a rousing game of beer pong.

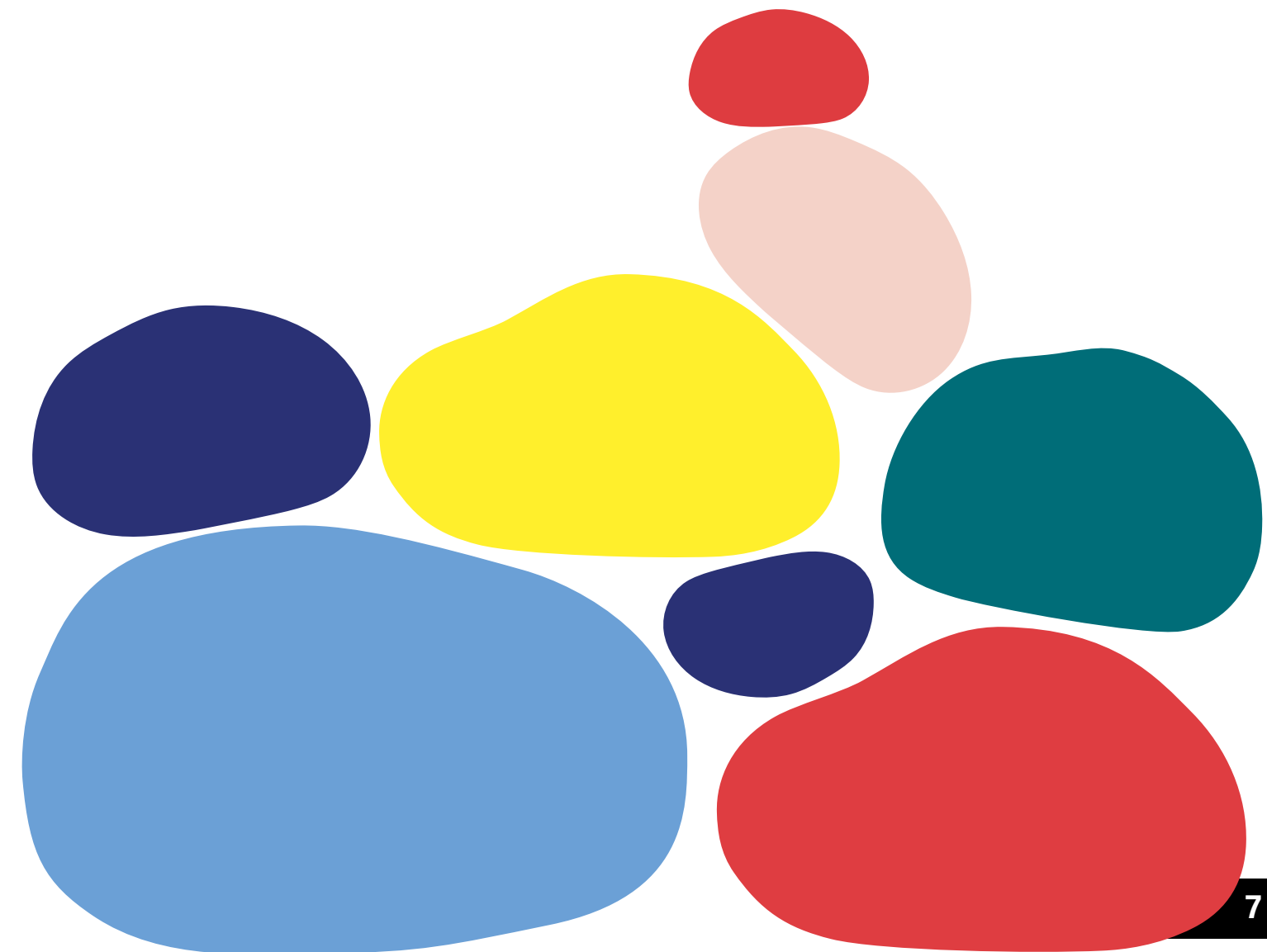
At Humanitas Deventer, all of these things are surprisingly normal.

As a ‘Living Lab’ that supports inclusive, intergenerational living, Humanitas Deventer works every day to address the needs of the community, and utilise the strengths of our residents. Because acknowledging each person’s contribution is also surprisingly normal in our community.

In the pages of this workbook, you’ll hear how Humanitas Deventer grew to become the backbone of the community. How we utilise the strengths of some of society’s most neglected citizens. And how we created an engaged, connected and prosperous community, with limited resources and unlimited passion.

Our aim is to inspire you to create inclusive communities of your own. Identify the resources at your

disposal and make the most of them. Envision a healthcare system in which every member contributes, and every member benefits. We hope it inspires you to humanise care in your community. So that inclusive living becomes surprisingly normal for you, too.





1—Why we created this workbook

INJECT LIFE, INCREASE SMILES

As with most of the things we do at Humanitas Deventer, we created this workbook for both practical and aspirational reasons. As the story of our community spreads to wider, more international audiences, the questions we receive become more directed. First, people wanted to hear stories of old folks playing beer pong, and beautiful students giggling at grumpy grandpas.

Later, they began to ask us how we did it. Today, institutions around the world are asking us to share our 'secret', and show them how to create an inclusive community in their own setting. This workbook, first, aims to share our story, and encourage others to take the first steps that can lead to remarkable success.

Secondly, we aspire to offer a viable solution to the worldwide challenge of the ageing population and insufficient healthcare and social services. Numerous studies prove that our current care system is not sustainable. In the coming years, we will see an increase in the number of elderly, and a decrease in the resources, facilities and funds needed to support them. We see other groups – the handicapped, refugees, the poor – being marginalised or forgotten in the fast pace of modern life. It is clear that the status quo is just not sustainable. We need new solutions. This workbook aims to help you imagine new solutions to these – and other – global issues.

"THE MORE WE HUMANISE CARE AT HUMANITAS DEVENTER, THE HAPPIER OUR COMMUNITY BECOMES."

Thirdly, we believe that every care institution can use a bit of positive energy. Residents and patients can smile more. Staff and volunteers can be prouder to come to work. We know that the secret to increasing the number of smiles on faces is to set aside the rules and regulations and inject life. We must all work to humanise care. That is, stop thinking of them as residents or patients, and remember and celebrate the human beings that they are. The more we humanise care at Humanitas Deventer, the happier our community becomes.



Lastly, but perhaps most importantly, we want to contribute as much as possible to the growing movement in support of inter-generational living. Projects in the US, the UK and China are all recognising the need for better solutions, and aim to achieve the same results we have here at Humanitas Deventer. Happier, more engaged older people. More fulfilled, more aware young people. And an overall sense of community and caring that brings benefits for all. Humanising Care is not just about innovative care for the elderly. It's also about increasing and instilling a feeling of happiness and belonging in communities across the world.



2—Who should use this workbook?

INCLUSION BEGINS WITH EVERYONE

We encourage anyone and everyone to try to build their own Living Labs. So this workbook is for anyone who wants to explore the possibilities that inclusive living can provide. Every member of the community has a role, and can start grassroots efforts in his or her own neighbourhood.

But more specifically, we hope this workbook finds its way to the people who can bring about fundamental change in the healthcare system. Policymakers, governments and healthcare institutions. Social innovators and community activists. Those with the networks and connections

to incite fundamental change on a larger scale. What begins with a simple experiment can lead to a better future for us all.

We intend for this workbook to guide you on your first steps towards increasing happiness in your community. Both within your institution, and the greater community outside your doors. We challenge you to seek opportunities, make connections and take small steps every day towards Humanising Care. If you aspire to make small changes with a big impact, then read on to find out where to start.



"SEEK OPPORTUNITIES,
MAKE CONNECTIONS
AND TAKE SMALL STEPS
EVERY DAY."



3—Why a workbook?

EVERY WIN BEGINS WITH WORK

Those who have been inspired by the Humanitas Deventer story asked us to develop a roadmap. They hoped for a step-by-step guide to building an inclusive community. But every country struggles with its own issues. Every community has its own unique characteristics. Every individual makes a unique contribution.

A workbook implies that every Living Lab experiment begins the same way: with work. There is no single answer to the complex problems of society. There is no single roadmap that leads to the answer. But every effort to humanise care begins with the same principles and beliefs. And every idea is another step towards a solution.

While we can't provide all the answers, we can get you started on your journey by sharing the path we took, and offering some examples of things to try. Of course, you should take your own circumstances into account as you experiment. But we hope to offer some inspiration that leads you to the right solutions for your community.

We want to emphasise that Humanitas Deventer is merely an example of what can happen when communities come together to create change. Our workbook aims to help you form genuine connections in your own community. Don't simply copy our story. Create your own. That begins by identifying your own authentic needs and resources.



Three large, overlapping, organic yellow shapes are positioned behind the text. One is in the upper right, and two are in the lower left, partially overlapping each other.

**"EVERY INDIVIDUAL
MAKES A UNIQUE
CONTRIBUTION."**

4—About Humanitas Deventer

SMALL STEPS WITH BIG IMPACT

Humanitas Deventer was founded in 1965 as a nursing care facility for the elderly. In addition to caring for 150 full-time residents, we also provide home care in the surrounding area, and short-term stay facilities for up to ten guests. We employ 140 full-time professionals, and manage more than 200 volunteers.

When Gea Sijpkens became Managing Director of Humanitas Deventer in 2012, she encountered the same challenges that many care facilities face. While Humanitas Deventer provided excellent care to its residents, there was something missing. The staff was overworked and demotivated. The residents were bored and lonely. And the facility – although located in an active and vibrant neighbourhood – was isolated from the surrounding community.

Gea was well versed on the effects of a closed, homogenous community. She had studied the writings of Irving Goffman, an influential sociologist who wrote extensively about institutionalisation. That is, the atmosphere created when a small group of people hold the power over a large group of dependants. And while the most extreme cases of institutionalisation occur in prisons, many similar characteristics can be found in nursing homes. Dependence, isolation, bitterness and frustration. Unused potential and underutilised resources.

But how could we apply what we knew in a constructive way? Well, we knew that ‘quality care’ was not a differentiator. Every institution should provide quality care as a given. And even the best care in the world can’t

solve all the problems of ageing. Nothing can. By its nature, aging is a process filled with pain and loss. To be truly special, we knew we had to improve life at Humanitas Deventer. Create a system that celebrates humanity in all its diversity. Give people the freedom to contribute, to create, to grow and to thrive.

A FIRST STEP

Knowledge and experience were important tools for our transition. But most of all, we knew we would need the passion and drive to affect real change. So we devised a way to reduce the institutional feeling and increase a feeling of inclusivity in the home. That began with creating a positive physical environment. There is plenty of evidence that shows that the physical environment can have a major impact on people’s overall feeling of wellbeing. These changes are easy to realise and don’t cost much money, so there was every reason to get right to work.

We explored small, ‘quick win’ solutions to make the home a more pleasant place for our residents. The sense of smell is the gateway to our emotions. Just think of the feeling you get from the scent of flowers, fresh-baked bread or your mother’s favourite perfume. Most nursing homes don’t smell like that. But at Humanitas Deventer, we started using essential oils and better ventilation to eliminate the clinical smell and create the scent of home.

Colours and imagery also help lift spirits and lighten moods. So we painted our walls in cheerful colours and put a fish tank in the lobby. We encouraged residents to display family photos and other images that made them happy.

Sometimes, comfort is something you can taste. So we started offering plenty of delicious, free coffee and tea to anyone who wanted it – residents, staff and neighbours. This also encouraged small chats and new friendships, born over a steaming cup of tasty drinks.

A BROADER VIEW

Our passion for inclusion led to a proposal to the Board: invite college students to live at Humanitas Deventer for free. But not students studying healthcare or geriatrics: those students would look at us with their

'healthcare eyes'. Instead, we'd invite students with a variety of majors and perspectives. The students would be required to spend 30 hours a month with the elderly residents. Students could decide for themselves how that time was spent: taking a walk, chatting in the garden, playing games – whatever. Anything that would inject life. Students also would be required to prepare one simple meal per week for the residents. Another opportunity to come together and enjoy each other's company.

The Board's first reaction was concern. Was it safe to expose the 'fragile' residents to the 'sex, drugs and rock 'n roll' college culture? Could students be trusted to live up to their agreements? Would the safety and security of the residents be at risk? We felt certain that it would work. But the Board took some convincing. In the end, they agreed that we could try the experiment with one student. That was fine with us: experimentation should begin small.



FIRST SUCCESSES

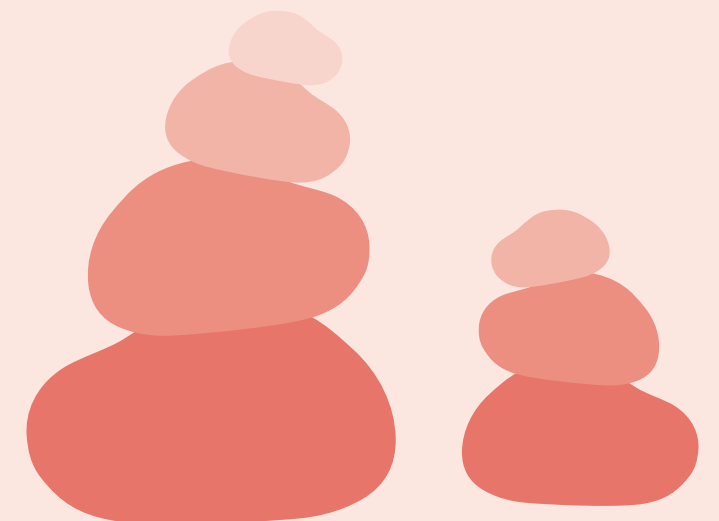
Just a few weeks after the first student, Onno, moved in, the atmosphere at Humanitas Deventer began to change. Residents complained less about aching knees and elbows. They asked fewer questions about doctor's appointments and absent relatives. Instead, they wanted to know how late Onno returned from his party. Whether the girl he was dating this week, was the same one from last week. And what in the world is Beer Pong? Would Onno teach them how to play, too?

But Onno began to change, as well. Like many young people, he was often impatient with the elderly people he encountered on the bus or in town. His fast-paced life left little time to even consider the lonely, often forgotten members of his community. But within weeks of moving into Humanitas Deventer, Onno began to discover the joy of slowing down. Taking the time to talk with the wise and wonderful residents who had their own life experiences to share. And, the longer he lived there, the more Onno learned to accept the inevitable. As residents passed away, Onno learned how to deal with death in a constructive way.

ORGANIC GROWTH

Onno's presence was a learning experience for us, too. We wondered if adding more students would inject even more life into our home. So we quickly invited more students to join the experiment. Today, no less than six students live rent-free at Humanitas Deventer, and contribute to the community in tangible ways. Since each student offers 30 hours of their time, the staff at Humanitas Deventer can count on the support that 180 hours of attention for the residents provides – which frees them up to do their jobs more effectively.

What's more, the other students experience the same positive effects as Onno. The joys of slowing down. The pleasure of helping those in need. The warmth of interacting with other generations. The importance of dealing with death. We had proven that an inclusive society not only benefits our elderly residents, but also the young people who – through this unique experience – will grow into beautiful, patient and mindful adults.



THE START OF A MOVEMENT

Riding on the success – and lessons learned – from the student resident program, we began to broaden our inclusive community. After all, the elderly Humanitas Deventer residents weren't the only ones in need of support, and college students not the only ones with something to learn. So we took a closer look at the surrounding neighbourhood. And thus began the 'Living Lab' at Humanitas Deventer.

What began as an inclusive, intergenerational residency program is now the social backbone of the neighbourhood. With more than 30 active social experiments taking place, Humanitas Deventer is bringing together all members of the community: students, the elderly, those with mental or physical disabilities, teenage mothers, local residents, the lonely, the neglected, those with financial difficulties, children and more. Find out about the most robust programs in the next section.

But the core of every experiment is the same: identify a need, define the unique power of your community, and find a way to bring these two together. Recognise what each member of the community can contribute, and find someone who could benefit from that contribution. Then, connect the dots to ensure that every member of the community feels engaged, and every voice is heard.



**"WE KNEW WE WOULD
NEED THE PASSION
AND DRIVE TO AFFECT
REAL CHANGE."**

The Guiding Principles

It's better to ask for forgiveness than for permission.

Don't wait for the circumstances to be perfectly aligned. Start experimenting with an idea right away.

The answer is yes. What is the question?

Find a solution no matter what. If you can't accommodate a request, find someone who can. Here, reciprocity is key. Combine your community's unique power with those of other communities.

Start with one.

Start a new experiment with one person. Observe closely and reflect on the results. If it's successful, then implement it on a larger scale.

Creating an inclusive, life-affirming community doesn't happen overnight. And it doesn't happen with a single initiative. Humanitas Deventer works like Living Lab: every day, we work to support existing experiments and develop new ones. All with the aim of creating a thriving and prosperous neighbourhood.

At the heart of every experiment are the Humanitas Deventer Guiding Principles. These are the foundation for every initiative, and ensure that each experiment is in line with the goal of creating inclusive, lively communities.

Dare to be different.

Diversity adds value. Homogenous groups often cannot change. Ensure your experiment includes members of different social or age groups.

Forget the hierarchy.

Build synergy by mixing disciplines, levels of experience, backgrounds, qualities or challenges. Horizontal teams are more effective than hierarchical ones.

Rules should guide, not restrict.

New models require new ways of thinking. The old rules will likely not apply, and shouldn't hinder your attempts to create change.



**"RESIDENTS FEEL
HAPPIER.
THEY LAUGH MORE
AND FEEL MORE
ENGAGED."**



TANGIBLE RESULTS

Each of the experiments at Humanitas Deventer delivers value. Not only value for the community in the form of happiness, health and wellbeing, but economic and social value as well. Residents of the home report feeling happier. They complain less. They laugh more and feel more engaged. They are proud to be part of the Humanitas Deventer community.

Humanitas Deventer's staff also smiles more, and feels strongly motivated at work. The more pleasant atmosphere makes their jobs much easier. What's more, they have been given the freedom to act when necessary to fulfil residents' needs, without constantly needing to ask for permission. Each unit is given a small budget, which can be used in any way that unit leaders and residents see fit: whether for an outing, a unit improvement, a special treat or a project. Humanitas Deventer also offers free coffee to anyone who wishes to have it, which encourages neighbours to drop by for a visit and chat with residents.

Gea believes that this 'penny foolish, pound wise' mentality is one of the core elements of the program's success. Spending small amounts of budget to

make residents more comfortable and happy is far more beneficial than adding more staff. After all, no matter how many staff members there are, there will always be too much work to do. Instead, a relatively small staff feels empowered to make life better for the residents – and therefore takes much more pride in their work.

There are financial benefits, too. Despite making budget available for incidentals and extras, Humanitas Deventer maintains a net profit margin of at least 5% per year. We perform better financially than our peers and the national average. In addition, one program we implemented – in which those with a mild mental disability can live more independently – saves the state tens of thousands of euros per year by reducing dependency on state-run programs.

But the social impact is far more important than the financial benefits. With each new experiment, more members of the larger Deventer community are given the opportunity to both contribute to and benefit from the Living Lab. And each person strengthens the bonds and connections that Humanitas Deventer makes possible.

5— Humanitas Deventer at work



EMPATHY, CARE AND RECIPROCITY

Humanitas Deventer constantly searches for new ways to connect with the members of the community, support inclusive and intergenerational living, and provide a social backbone for the community. Although there are currently more than 30 active experiments underway, there are five specific experiments that best exemplify our principles and aims. They've proven to be tremendously successful, and contribute to a better community and more humanised care.

Each of these experiments is based on reciprocity. We discover what each member of the community needs, and what he or she can contribute. Then, we connect different groups to find the ways in which their needs can be met, and their contributions can be valued. And always, we aim to get the best out of people by surprising them, by experimenting with new solutions and by bringing a twinkle to their eyes. We always start small, and then grow each project when we book our first successes.

THE INTERGENERATIONAL LIVING EXPERIMENT

The program with which it all began is among our most successful. To address the needs of lonely and disconnected elderly residents, Humanitas Deventer invites college students to live in the home for free, in exchange for a commitment to spend time with the elderly residents.

The elderly residents have flourished since the experiment began. They have fewer complaints, more energy, and a better outlook on their situation. And, while no one can prevent all of the challenges that ageing brings, we have found a profound improvement in the residents' quality of life. In exchange, the elderly share their life lessons, their humour, their kindness and their time with their young housemates.

The students bring the outside world inside the walls of Humanitas Deventer. They share their time, energy and perspective with the older residents, and create an energetic, youthful and exciting atmosphere. In turn, they learn the value of slowing down, and having the patience and empathy to understand the needs of the elderly. They save thousands of euros per year on rent. They learn to accept and deal with death in a more constructive way. And they see the value of giving a few moments of their time to those who need it.



MAKE CONNECTIONS

CREATE COMMUNITIES

THE ADELBOLD PROJECT



Mark was deprived of oxygen during his birth. As a result, he has a mild mental disability. Although perfectly capable of living independently, Mark sometimes needs a bit of extra help and support when dealing with the challenges of daily life. He sometimes felt frustrated, because he didn't require all of the state-funded aid he was receiving, but wasn't able to live the fully independent life he dreamed about.

Mark now lives in his own apartment on Adelbold street, just behind Humanitas Deventer. He lives independently, but is free to come to Humanitas Deventer at any time, to receive help and support. Our staff is happy to answer his questions, calm his anxieties and help him navigate the complex, fast-paced world in which we live. Now, several other young people with mild disabilities live in the Adelbold building, and receive similar support. Their regular schedules offer them stability and security, so that they feel comfortable in their routines, and require less direct assistance. This has resulted in significant costs savings for the state. In Mark's case, the state spent approximately €80,000 per year supporting Mark. Today, he receives no state-funded aid at all.

In exchange, Mark and his fellow Adelbold residents offer their talents, love and skills to the Humanitas Deventer community. They spend time with the elderly residents, help with small chores, and contribute to the wellbeing of the residents. Their contribution gives them a feeling of purpose and accomplishment, and helps them feel like valued members of the community. The elderly residents enjoy spending time with the Adelbold youth, and foster a feeling of family and belonging.

THE COMMUNITY GARDEN



Some of the greatest connections that Humanitas Deventer has helped to create take place outside our walls. The Community Garden is one such example. A lively, rich mix of flowers and vegetables, the garden is a place where anyone in the neighbourhood can gather to relax, have a chat, and enjoy the beauty of nature. All members of the neighbourhood are encouraged to both help with tending the garden, and enjoy the fruits of their labour.

Today, our most valuable volunteer in the Community Garden is Edwin. A recovering alcoholic on debt relief, Edwin found himself retreating from the community and avoiding social situations. The garden provides Edwin

with a purpose and a passion. He regularly tends the garden and socialises with all who come to enjoy it. It provides an escape from the challenges his poverty has caused.

For Humanitas Deventer staff and residents, the garden is one of their favourite meeting places. They sit on the benches and enjoy the beautiful view. They stop for a chat with a neighbour or friend. They pluck wildflowers to fill a vase and brighten a room. And, when they're feeling up to it, they are even known to help pull weeds from time to time.

Humanitas Deventer's neighbours are also fond of the garden. They have the opportunity to teach their children how to garden and pick their own vegetables and flowers. They connect with other neighbours and Humanitas Deventer residents, and sip coffee in the afternoon sun together. They help tend the garden and gain a stronger feeling of community and connection. With this simple plot of land, the social and community bonds in the neighbourhood have been strengthened.

CECILIA



Cecilia is a 37-year-old woman with a mental disability. She lived previously in an institution, but felt disconnected from the world. Her strongest desire was to live among "normal" people (as she called them) and be part of a closer community. She now rents a room at Humanitas Deventer.

Cecilia has found the contact with people that she sought for so long. Instead of feeling as though she needed to demand attention from the staff at the institution, she now gets all the attention she could ever need from the residents and staff at Humanitas Deventer. Her feeling of isolation has been replaced with a feeling of community and connection.

In exchange, Cecilia enjoys spending time with the residents and helping them with small tasks. She can live independently, but not alone. And the staff and residents are always happy to see her, and welcome her to join in their activities. This gives Cecilia more confidence and security, and helps her better manage the challenges of her disability.

THE TRAIN CLUB



Young people with autism struggle in social situations. They often spend a great deal of time at home, isolated from the rest of the community, and from their peers. But when they find an opportunity to share their passion, they embrace it. When Humanitas Deventer discovered that a group of autistic children in the community shared a love of model trains, we opened our doors to the Deventer Train Club. With plenty of space to build large, elaborate train systems in our basement, the young people look forward to visiting Humanitas Deventer twice a week to share their passion for trains and make better social connections.

Of course, many of the elderly residents at Humanitas Deventer also enjoy the trains. The Train Club gives them an opportunity to revisit their youth and interact with more young people. In exchange, the young, autistic children have a chance to practice their social skills and interaction in safe, familiar environment. They come together because of their shared passion, and find new connections. They make friends and share experiences, and thereby become more engaged members of the community.



More Humanitas Experiments

MATCHING NEEDS AND SKILLS

Each of our experiments focuses on getting the best out of every member of our community. We provide services that meet their needs, and opportunities for them to share their strengths. Among the many experiments currently underway are:



THE TEEN MOTHERS' GROUP:

offers support and community. Teen moms bring their kids to spend time with Humanitas residents.



CREATING THE SOCIAL BACKBONE:

free coffee for anyone and everyone in the community.



COMMON AVIARY:

a collection of birds for all neighbours to enjoy.



THE PROVINCE GROUP:

for single women over 70 who live alone. They are welcome to socialise at Humanitas.



THE COMMUNITY LIBRARY:

open to lend books to anyone who wants them.



SEWING/REPAIR CLUB:

Humanitas residents keep their mending skills sharp and provide a service to the community.



RIDDERCHILL:

a social group for youth with less active social lives who find their community at Humanitas.



DE-INSTITUTIONALISATION:

removing the clinical feel at Humanitas by, for example, eliminating the clinical smell.



PANCAKE NIGHT:

socialising with the local Rotary Club.



ARTIUS:

art lectures, movie nights, music and theatre open to the community.

**GYM:**

athletic facility open to the community.

**BILLIARD CLUB:**

for neighbours, which the residents enjoy watching.

**BATHROOM AND WELLNESS FACILITIES :**

open to the community.

**PLEASANT THERAPIES:**

therapy horse, Zora the Care Robot, Wizard's Table.

**SEASONAL CELEBRATIONS:**

Compliments Day, International Women's Day, St. Nicholas Day, Christmas, Valentine's Day.



Happy Staff Initiatives:

Maximum chances to develop usable skills

Bring your child/pet to work (year-round)

Authority and budget to make things happen

Values Game: earn a smile per day

Mentoring program: teach something, learn something

Self-evaluations

Happy Volunteer Initiatives:

Social interaction with staff

Educational support

Volunteers determine their own roles

Financial bonuses

Gifts at Christmas and in summer: the same as the full-time staff receives

Self-evaluations

6—What happens when care is humanised?

NEW VALUE, MORE SMILES

The experiments at Humanitas Deventer may seem revolutionary. But in reality, they are primarily based on common sense and basic need. Every person wants to feel like a contributing, involved member of society. Every person has specific needs, and specific gifts and talents to share.

The moment we stopped viewing Humanitas Deventer as a medical facility, and started viewing it as a community of human beings, we discovered a wealth of benefits. That begins with happier, healthier residents with fewer complaints. It continues with engaged young people with a renewed sense of community and responsibility. And with each member we include in our community, we shape perceptions and change minds. Those who were previously seen as burdens on society or drains on resources are now contributing members of the community with true added value. To us, this is far more important than the significant financial and organisational benefits our experiments have caused.

WE CREATE A NEW VALUE PROPOSITION

Knowing that the current system is not sustainable, we offer a new proposition that takes full advantage of the resources available in the community and offers relief and solutions. We tap into the talents and skills of each community member, and find ways for them to contribute to the community in a meaningful way. In turn, we find ways to meet their needs. The inclusive model offers a new value proposition in the face of the challenges of the ageing population and neglected members of our society.

WE FIT THE ZEITGEIST

Intergenerational projects address the need for younger generations to slow down, develop patience, and confront the challenges of life in a constructive way. In this way, these programs fit the zeitgeist – many people long for a simpler, slower-paced time in which the world outside of the digital screen takes priority. Inclusive communities not only encourage this: they foster it.

WE ENHANCE COST-EFFICIENCY

Although these programs begin out of true desire to improve communities and connections, we cannot disregard the positive financial benefits they can create. Reductions in state aid, less professional care, more engagement and more independent living all contribute to better financials for any institution involved in humanising care.



HUMANISING CARE AROUND THE WORLD

Humanitas Deventer is proud to say we are not alone. Around the world, programs are being established to explore the potential benefits of humanising care. From the United States to the United Kingdom to China, scientists and sociologists are studying the effects of the ageing population, and identifying the challenges of the future. The current system is not sustainable in any culture.

Research shows that a more human-centred, inclusive approach to care is an ideal way to utilise the un-tapped value of these communities, address the challenges of the ageing population, meet the needs of young people and find a sustainable, financially viable alternative to current care.



ENGLAND

The ExtraCare Charitable Trust in England created a model for a more social, active community for the elderly residents of homes throughout the UK. Using scientific measurement and research, ExtraCare followed the effects of humanising care. With community involvement programs, staff training, increased social activities, extensive leisure facilities, flexible care and support and health services, ExtraCare was able to achieve tremendous progress during the 18-month experiment. They have contacted Humanitas Deventer to discuss ways to add an intergenerational component to their program, which has already seen fantastic progress:

- Residents participating in the experiment cost the NHS 38% less in the first year.
- Fewer doctors' visits, appointments and hospital admissions led to the savings.
- There was a 7-12 day reduction in the length of hospital stays.
- A 46% reduction in routine visits to general practitioner physicians.
- An average cost savings of £1,222 per year, per resident, resulting from the need for less social care.
- A 14.8% reduction in depression symptoms.
- A 10.1% improvement in autobiographical memory.

UNITED STATES

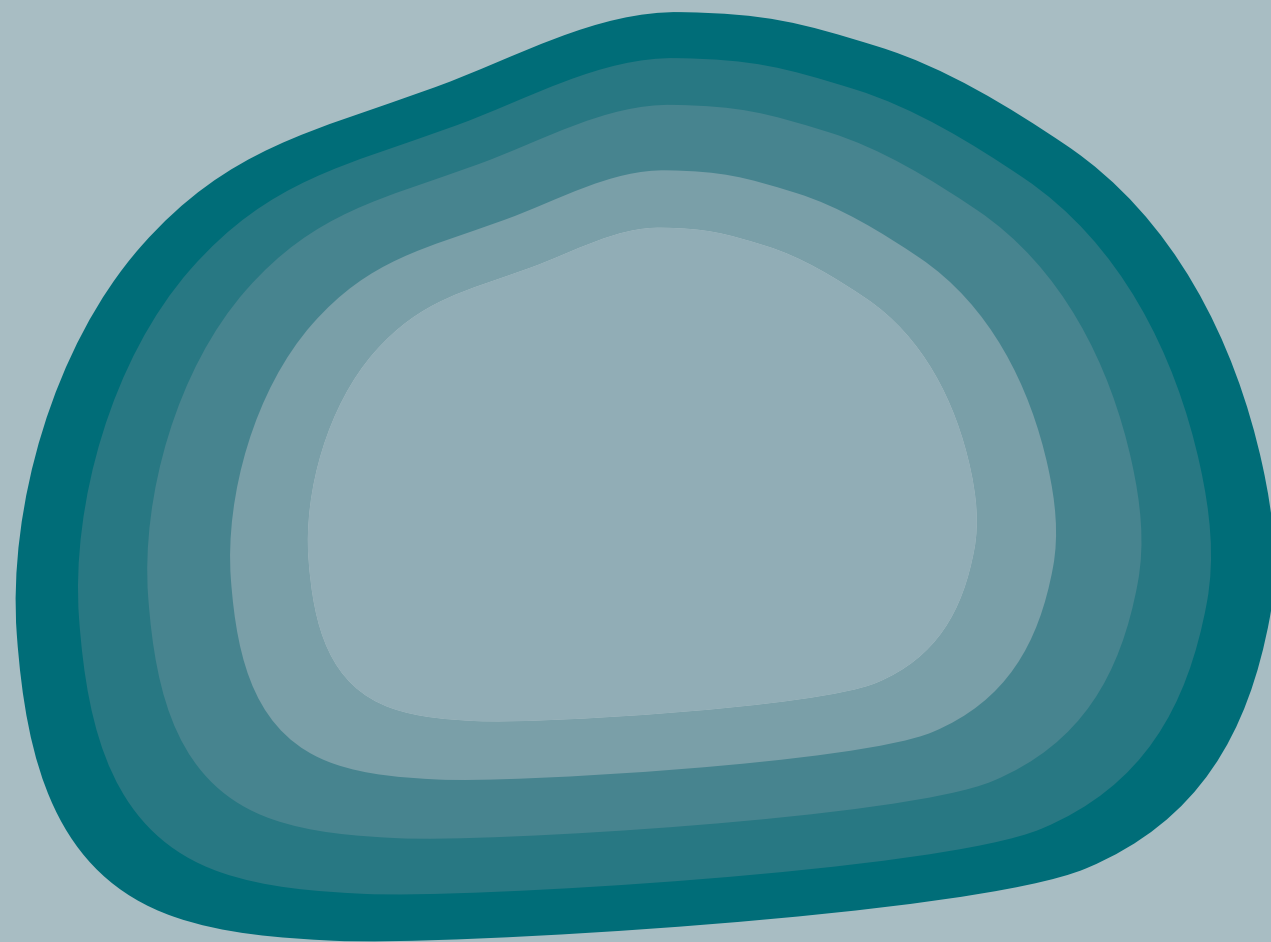
Experiments across the United States, including the Silver Kite Community Arts Program in Seattle, Washington, show that age-restricted housing contributes to age segregation and isolation. Through programs like Silver Kite, older citizens make contact with different generations and participate in unique events that bridge generational gaps. Silver Kite focuses primarily on arts-related activities, from improv theatre to puppet-making to water-colour painting and folk dance. Through a shared passion for the arts, participants of all ages form closer bonds and overcome challenges. Programs like these also have proven to have tangible benefits:

- A reduction in prejudice and discrimination against older adults and ageing.
- Improvement to students' academic, behavioural, social-emotional and motivational outcomes.
- Improved social-emotional and motivational outcomes in the elderly.
- Increased empathy for older citizens.
- Reduction of social isolation.
- Improved physical wellbeing and sense of purpose for participants.
- Improved wellness in families and the community.

"WITH EACH MEMBER
WE INCLUDE IN OUR
COMMUNITY,
WE SHAPE PERCEPTIONS
AND CHANGE MINDS."



7—Before you start



A STRONG FOUNDATION IS THE KEY

Want to start experimenting with ways to humanise care? On the following pages, you'll find information, insights, examples and exercises to help you on your way. But before you start, there are a few essential ingredients that are needed to ensure that your institution is ready to explore the potential of inclusive societies.

STRONG LEADERSHIP

As with any transition or change, strong leadership is key to creating an inclusive community. But what is strong leadership? It is certainly not a rigid adherence to rules and regulations. Strong leaders inspire with their vision. They dare to break the status quo. They act as role models and express their belief in an inclusive society. They break down barriers and represent the core values of the community. Most of all, they give their staff and volunteers the freedom to explore ways to meet the needs of the community members, without being hindered by red tape.

A QUALITY MODEL

Before embarking on your transformation journey, you need a compass to guide you. At Humanitas Deventer, our Quality Model is based on our Core Values: Love, Togetherness and Positivity. Based on these values, we focus on quality development, and not on minimising risk or increasing safety, for example. From the vantage point of your own definition of quality, you will discover new opportunities to address the needs of

your community. Remember: quality care is not an ambition – it's a necessity. Your quality model should be based on the values that will improve quality of life, not just quality of care.

A SUSTAINABLE FINANCIAL VISION

Humanitas Deventer has been successful (and profitable) because of a healthy and sustainable financial perspective. We follow a 'pound wise, penny foolish' mentality. We keep tight reins on our business plans, and keep full-time staff numbers efficient. At the same time, we make room in the budget to provide plenty of small benefits that contribute to quality of life. Free coffee for all, special events, concerts and social gatherings are all regularly available. In this way, we ensure a pleasant and life-affirming environment, without putting our bottom line at risk.





8—Getting to work

On the following pages, we'll provide examples and exercises that will help you in your experiments with humanising care. While Humanitas Deventer is one example of what this looks like, every community is unique, and faces its own unique issues.

Every community also has a unique collection of members, each with his or her own things to contribute. Use this workbook as a guide to help you identify opportunities in your community, and ways to create more inclusion.

We'll use the five primary experiments listed in chapter 5 as examples to illustrate our message in this section. However, we followed the same pathway for the many other experiments we conduct at Humanitas Deventer.

EXERCISE 1

IDENTIFY YOUR CORE VALUES

Before you begin to experiment, you must first establish your values. Beyond providing excellent care, what type of organisation do you want to be?

But don't just ask yourself. Ask your staff what's most important to them in the context of your organisation. Ask your residents or patients what makes them happy. Find out what your community sees as the most important values. Is it kindness? Generosity? Humour? Fun?

At Humanitas Deventer, we asked residents, families, staff and volunteers to identify the things that make them happy. When all votes were counted, we had found our Core Values: Love, Togetherness and Positivity. These became the foundation for all our work moving forward.



EXERCISE 1

THE HUMANITAS DEVENTER PRINCIPLES AT WORK

- > **Forget the hierarchy.**
- > **Dare to be different.**

BEFORE YOU BEGIN

- > Remember that your Core Values should reflect the feeling you want to inspire, and not the targets set in your business plan.

- > There's beauty in simplicity. Don't over-think or over-complicate your Core Values. Just focus on what's important to your community.

SEEK THE ANSWERS

1. What personal values make you happy?
2. What makes your residents or patients happy?
3. What does your staff think is important for your institution?
4. What do your volunteers look for when they volunteer for you?
5. Beyond quality care, what do you want your institution to stand for?

FOCUS ON THE GOAL

At the end of this exercise, you should aim to establish the shared Core Values that will guide the behaviour of everyone in your community.

GET STARTED

1. Gather small, mixed groups of key participants – staff, volunteers, residents/patients – and ask them to collect images from magazines that illustrate the values they find important. Discuss the key words that come out of the discussion.
2. Create 'Core Values' posters that contain the words and images that resonate best in your community.
3. When you have decided on the top three Core Values, make a list of behaviours that best exemplify these values, and encourage these behaviours in your daily work. Develop a reward system for those who live the Core Values.



5. Beyond quality care, what do you want your institution to stand for?

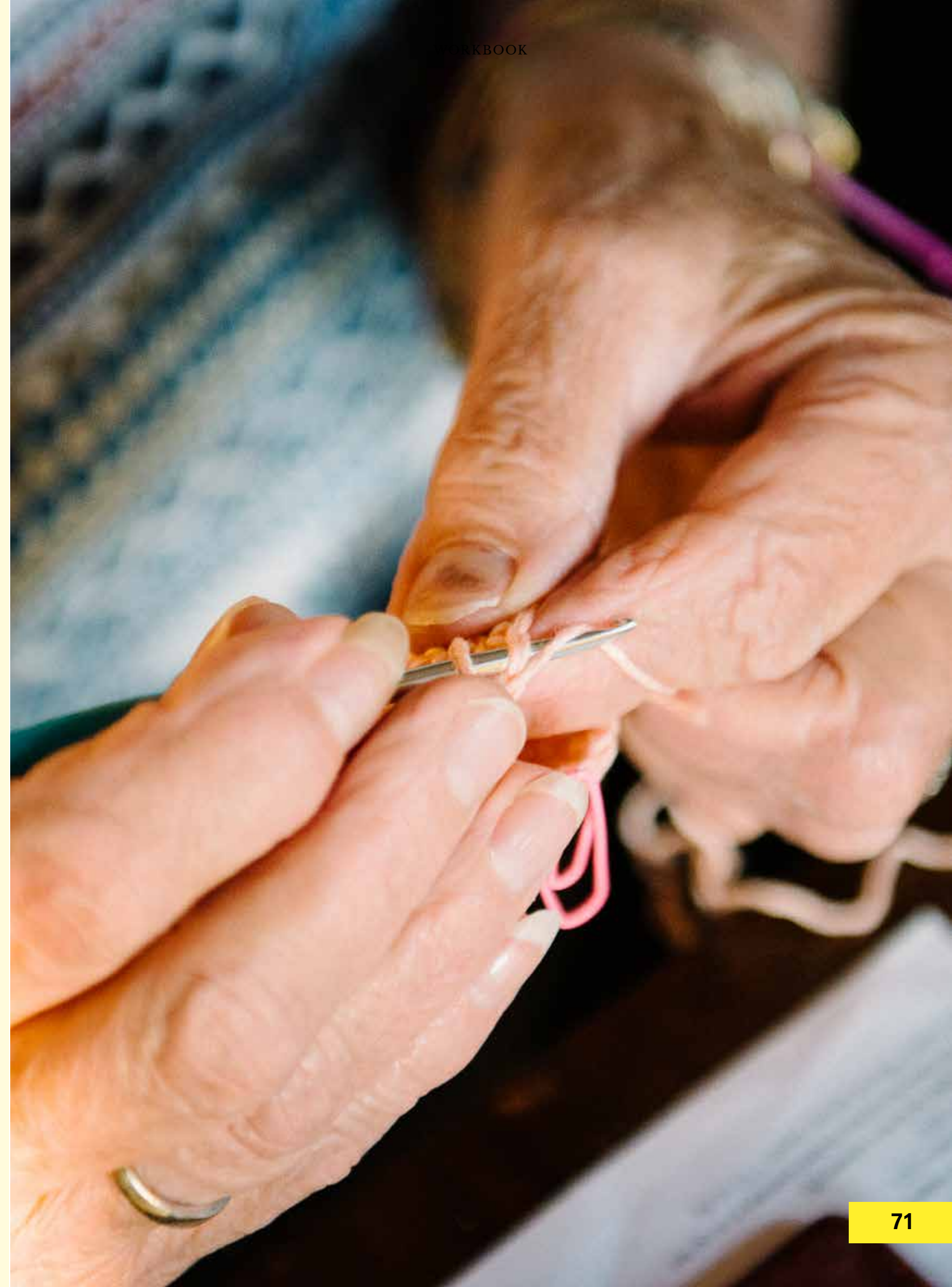
EXERCISE 2

DEFINE YOUR SOCIAL MISSION

Again, we're not talking here about business KPIs or regulatory requirements.

A Social Mission is a goal that makes other people happy. It gives a reason to exist. Perhaps you want to spread optimism in your institution. Or maybe you aim to share knowledge. For some communities, the seemingly simple goal to inspire friendships or lift spirits is enough to create change. Whatever your Social Mission is, it should directly relate to your Core Values, and provide a framework for your experiments.

Using our Core Values of Love, Togetherness and Positivity, we identified our Social Mission. That is, 'to become the warmest home in the neighbourhood'. Simple, straightforward and directly tied to our values. We didn't aim to change the world. We set a tangible goal that was well within our control to achieve. And since a 'warm home' can be many things to many people, our Social Mission allowed us the room to grow and experiment in a variety of ways.



EXERCISE 2

THE HUMANITAS DEVENTER PRINCIPLES AT WORK

- > Dare to be different.
- > The answer is yes.
- What is your question?

FOCUS ON THE GOAL

At the end of this exercise, you should have a vision for the ideal community you want to build. Your Social Mission should be directly tied to your Core Values.

BEFORE YOU BEGIN

- > Take away all discussions of budgets, spreadsheets, statistics or KPIs and focus only on the institution that you aspire to be.
- > Think about a mission that inspires. One that increases in strength as it is shared. One that will strengthen your community and offers room to grow.

SEEK THE ANSWERS

1. What kind of institution would make other people happy?
2. What do your Core Values look like in ‘real life’?
3. How can you take one step closer to the ideal situation?
4. What is currently missing from your institution that should be addressed?
5. Beyond quality care, what would make your institution a better place?

GET STARTED

1. Make photo collages that represent the Social Mission you aim to achieve. Display the collages in workstations and public spaces to share your vision with others.
2. Write your ‘cover story’. Imagine you have made your organisation the very best version of itself. You have fulfilled your Social Mission, and exemplify your Core Values in every way. A major, international magazine wants to tell your story. Gather some teams together to write the ideal cover story about your organisation. This exercise will help you envision what success looks like to you and your teams:
 - > Create a ‘Cover’ that explains the BIG story of your Living Lab’s success in just a few sentences.
 - > Write ‘Headlines’ that convey the substance of the cover story.
 - > Develop ‘Sidebars’ that reveal interesting facets of the cover story.
 - Imagine some ‘Quotes’ from anyone, as long as they’re related to the story.
 - Make a ‘Brainstorm’ list to
 - > document initial ideas for the cover story.
 - > Choose ‘Images’ that support the content with illustrations.

If more than one team has developed a cover story, come together to discuss the similarities and differences, and identify core themes that you can carry forward in your organisation.



EXERCISE 2
DEFINE YOUR SOCIAL MISSION

1. What kind of institution would make other people happy?

2. What do your Core Values look like in ‘real life’?



3. How can you take one step closer to the ideal situation?

4. What is currently missing from your institution that should be addressed?



EXERCISE 3

INJECT LIFE

This is where the rubber hits the road. Armed with your Core Values and your Social Mission, you can identify ways to bring these to life within the walls of your institution.

Here, you should start small. Some simple fixes and quick wins can go a long way. The key is to simply practice what you preach, and inject a little life into your organisation every single day.

'Injecting life' will likely take some time. And it should. In fact, it should be an ongoing process. Check back in occasionally with the people most connected to your organisation (residents, staff, volunteers) to ensure you're still living up to your Social Mission.

At Humanitas Deventer, we discovered lots of small changes that could have a big impact. With our aim to create the warmest house in the neighbourhood, we started by making it more inviting. We tackled that clinical smell. We made sure that fresh, tasty coffee was free and plentiful. We painted the walls in bright colours and encouraged residents to display family photos on our photo wallpaper.

Then, we got to work on the people aspect. We instituted 'a smile per day' initiatives. We started sharing our books with anyone who wanted to borrow them. We encouraged staff to be warm and personal with residents. We made budget available for 'little extras'. We put down the rulebooks and started becoming everything a warm house should be. Friendly. Bright. Open. Engaged. Pleasant. Happy.



EXERCISE 3

THE HUMANITAS DEVENTER PRINCIPLES AT WORK

- > The answer is yes. What is your question?
- > Rules should guide, not restrict.
- > Start with one.

BEFORE YOU BEGIN

- > Try not to think about big, major changes. Instead, focus on quick wins that bring you closer to your values.
- > Once you begin to experiment, resist the urge to micromanage. Keep your hands off and don't try to influence results. Let life be. Just watch each experiment and learn from it. Remember: the goal is not to 'win'. The goal is to improve. And we learn the most when we fail.

SEEK THE ANSWERS

1. What does your Social Mission look like in 'real life'?
2. What are the quickest ways to achieve your Core Values in small ways?
3. How can you make your organisation's environment look like your Social Mission?
4. What do your residents, staff and volunteers need to make their day just a little bit brighter?
5. Beyond quality care, what do your residents or patients need to feel your Core Values every day?

FOCUS ON THE GOAL

This exercise should never end. Start with a long list of 'quick wins' and simple fixes that bring you closer to your Social Mission. Have you completed your list? Make a new one. You can always discover more quick wins. Of course, big ideas are also welcome here, but you'll likely need more time to implement those.

GET STARTED

1. Take a look at the physical environment of your organisation. Make a list of 10 things you can do to make it more positive. A fresh, bright coat of paint. A fish tank. Perhaps a 'Compliment Wall' or a photo collage of family and friends of residents/patients. Address the clinical, medicinal smell with essential oils or better ventilation. Ask your staff and volunteers (and of course, your residents/patients) what would make them feel more at home. When you've completed your list of 10, make a new list.
2. Gather a mixed group of participants together – staff, volunteers and residents/patients –and split them into pairs. Give each pair 10 index cards, and ask them to write down 10 things that make people smile in your community. Then, each pair should exchange cards with another pair. Every person should then select two cards, and promise to do the activity written on the card within the next week. At the end of the week, come together again to exchange experiences and pick new cards. When all the cards are used up, create new groups and make more!
3. Encourage people to live your Social Mission. Make a list of desirable actions related to your Core Values that bring the Social Mission closer. Whenever anyone – staff, neighbour, resident – performs one of these actions, reward it! Either with a photo on a 'celebration wall', a small gift or treat, or acknowledgement in front of the group. Remember: you can't tell people to live your Social Mission. You can only guide them to the behaviours you aim to promote.

5. Beyond quality care, what do your residents or patients need to feel your Core Values every day?



EXERCISE 4

INCLUDE OTHERS TO INCREASE IMPACT

As you continue to improve your own community, start identifying people outside of your community that can enhance the change.

It's important to remember that every member of your community has something to gain from joining your mission, and every member has something to contribute. Soon, you'll start seeing simple connections that build inclusive environments.

For Humanitas Deventer, part of being the warmest house in the neighbourhood meant becoming a good neighbour. From sharing our aviary and garden to addressing challenges. We asked what our neighbours needed. We shared our needs with them. We helped each other.

- > The elderly need personal attention and affection, and can contribute their time, stories and perspectives. They can show the power of slowing down and making real connections.
- > Young people need to learn the value of slowing down. They need to learn how to deal with death. They contribute fresh perspectives, influence from

the outside world, energy and enthusiasm. They can read a newspaper aloud or show a resident how to take a selfie.

- > The mentally challenged need support, patience and occasional help. They want a feeling of belonging, yet strive to live independently. They contribute time, company, humour and kindness. They can read books to the elderly and share meals to increase the feeling of belonging.
- > The neighbourhood needed a gathering place to encourage social interaction and contact with other neighbours. They can contribute to the care and enjoyment of the Community Garden, share a cup of coffee with a lonely resident, or brighten someone's day with a smile.
- > Autistic youngsters need structure and a safe place to practice social skills. They want more self-confidence. They contribute their determination to complete tasks, their kind-hearted interaction, their warm smiles, and their unmatched knowledge of model trains.



EXERCISE 4

THE HUMANITAS DEVENTER PRINCIPLES AT WORK

- > **Start with one.**
- > **It's better to ask for forgiveness than for permission.**
- > **Rules should guide, not restrict.**
- > **Dare to be different.**

BEFORE YOU BEGIN

- > Think small. Remember: Start with one person who can help you bring your Social Mission to life. Based on the lessons learned from that one person, try again.
- > Keep it simple. Don't try to change the world. Just try to change things for one person within your community, but outside of your organisation.
- > Hands off. You'll never know the true impact of your experiment if you're constantly adjusting it mid-stream. Once an experiment is in motion, resist the urge to interfere or make changes. Just let life happen.

SEEK THE ANSWERS

1. Who is one person in your community that is currently being underserved or underutilised, and what can they offer your organisation?
2. What can you offer that person in return?
3. Is there a fundamental way in which you can help them overcome their current challenges?
4. How can you connect this person to your organisation in a way that meets one of his or her needs, and contributes something to your Social Mission?
5. Did your experiment work? Add more people to that experiment, and start again at '1' with another type of person in your community.

FOCUS ON THE GOAL

This exercise never ends. It is the beginning of your inclusive community, and your goal should be to continue to foster and develop it. Never stop including. Always be in search of the next smile.

GET STARTED

1. Approach local nursery schools and day care centres and set up activities for the children and your residents/patients. Do art projects together, read stories, pick flowers or play games. The key is to pair a resident/patient with a young person to create happiness for both.
2. Find a local grocery store, bakery or other business to provide treats for your residents/patients. Fresh fruit, cookies or candy can become an invitation for conversation and interaction. You might help fulfil the store's own social engagement goals, too!
3. Invite local musicians and theatre groups to rehearse in your building. In exchange for free rehearsal space, artists and actors can brighten the day for residents/patients.
4. Invite the family members of residents/patients to cook a favourite family meal. Ask them to not only share their culinary skills, but also the story behind why it's a family favourite.
5. Gather groups of residents/patients together and ask them what would make them happy. Then connect with families, churches, rotary clubs, sports teams, schools or other community groups to help make those wishes come true.



EXERCISE 4

INCLUDE OTHERS TO INCREASE IMPACT

1. Who is one person in your community that is currently being underserved or underutilised, and what can they offer your organisation?

2. What can you offer that person in return?



3. Is there a fundamental way in which you can help them overcome their current challenges?

4. How can you connect this person to your organisation in a way that meets one of his or her needs, and contributes something to your Social Mission?



EXERCISE 5

TELL YOUR STORY

Good things deserve to be celebrated. And good ideas are meant to be shared.

When you start booking your first successes, don't keep them to yourself. Yes, board members will be happy to hear about your progress. But so will the greater community outside your doors. Contact the media. Post on the internet. Talk to other institutions. Speak at conferences. In this day and age, we get enough negative headlines. Your positive story will be welcome. And given the power of social media, your story can reach farther and wider than you ever imagined.

Humanitas Deventer began by purchasing media space. That got some local media attention. We created a good press packet, and got a few interviews in local newspapers. Soon after, our story gained national, and then international attention in the press. We never say no to a request for an interview or an invitation to a conference. We are always ready to tell our story to anyone who wants to hear it.

Today, Gea travels the world telling the Humanitas story. From Austria to Germany to the UK. From Hong Kong to Sweden to the USA. From Norway to Australia. Conferences and summits related to healthcare, social change and inclusive societies. Wherever like-minded people are ready to be inspired, Gea is ready to tell the Humanitas Deventer story, and encourage more people to get involved.



HUMANITAS

EXERCISE 5

THE HUMANITAS DEVENTER PRINCIPLES AT WORK

- > Start with one.
- > It's better to ask for forgiveness than for permission.

BEFORE YOU BEGIN

- > Journalists are hungry for positive, well-branded content that tells a story of hope and change. Tell your story well, and often.
- > Take some time to create clear and interesting press materials, develop talking points about your programs, and tell your story to anyone who will listen.

SEEK THE ANSWERS

1. What is the current state of our press materials and key statements, and how can we improve them?
2. Do our public messages not only mention but reflect our Core Values and Social Mission?
3. Who is the 'public face' of our organisation, and how does he/she reflect our Core Value and Social Mission?
4. Where can we purchase media space in which to tell our story?
5. What opportunities do social media provide, and what annual conferences might be interested in our story?

FOCUS ON THE GOAL

At the end of this exercise, you'll be enjoying regular, positive media coverage about your organisation. You'll regularly participate in conferences and events related to your field, and will continue to make your community wider and more inclusive.

GET STARTED

1. Create your press packet. Include key information about your organisation and the inclusive activities you've created. Explain your Core Values and Social Mission, and show examples of these in practice.
2. Purchase space in trade magazines and contact the local media to facilitate interviews.
3. Invite Journalism and Marketing students for an internship program at your institution. Have them investigate the successful programs you have initiated, and ask them to write exciting stories about them. Encourage them to interview staff, volunteers and residents/patients and take photos. Collect the stories and print them as a promotional magazine. Or add them as 'case studies' in your press packet.

5. What opportunities do social media provide, and what annual conferences might be interested in our story?



These exercises are just the beginning.

The experiments should never end.

**Keep working.
Keep trying.**

Include more.

Inject more life.

Reach farther. Dream bigger.

**Before you know it, your community will
be alive and thriving.**

**And the whole world will be asking you
to tell your story.**

This is our first edition of the *Humanising Care* workbook. Do you have feedback, ideas or stories that would be great for our second edition? Let us know!

info@humanitasdeventer.nl