Welcome Home!
little over three years ago when we began our culture change journey, we gave each of our employees a small square button that said “It's Happening.” They were instructed to wear them every day. When anyone asked them “what’s happening?” they were to answer “culture change.”

Few of us knew at that time the kind of journey we were entering, and none of us realized the real and very positive impact culture change would have for our residents and their families or for our staff. Now as we are crossing the “finished line” threshold of Phase One of our project, we see eager and excited residents, anxious and ready-to-go employees, and enthusiastic families ready to begin life in our six new households. They continue daily to enjoy and improve the positive changes that we have begun.

It takes everybody, top down and bottom up, to make this kind of change successful! Not only have we built beautiful new homes for our residents, we have changed the thinking of employees away from job description patterns toward a better understanding of resident-centered care. They are beginning to appreciate that everyone is able to do a wide variety of tasks to assist resident-life staying on track and content. Just as in our own homes, we see that households will function best with everyone pulling together to keep the households clean, safe, and running smoothly.

In the following pages of this Bridge you will see photos documenting the last few months of this phase in our journey. Though we know our journey is not complete, we are proud of our accomplishments and are rejoicing in our progress thus far. We eagerly await beginning the next phase and sharing our progress along the way.

Rodney
It’s Just a Little Note

by Lev Norford | Director of Publications, Bridgewater Retirement Community

How nice it feels to receive a real thank you note. It’s spirit lifting. So very often we don’t realize how our few words touch someone. In a world full of sound bites, texts, and tweets, it’s a little amazing that written thank you notes have even survived. This thought hit me recently when I found a metal box that evidently I had not moved for some time. In the box was a year’s collection of thank you notes.

For several reasons, I spent more than a few minutes going through that box. First of all, it was such a surprise to realize I still had it; I had not noticed it for so long. As I looked through the cards, I took a little walk through the past, fondly remembering people, most of whom are no longer here, who had sent the notes. I enjoyed remembering the events they mentioned. Truthfully, I don’t remember most of the small acts I was being thanked for. My personal philosophy is, a kind deed done should be its own praise. But, as I read the notes again, the comments of thanks became repeated blessings. Just to know I had made a difference meant a great deal.

My aunt always told me “a written note is a valuable gift. It can be re-read many times.” This proved correct when I found a card from her in the box sharing her thoughts on the day of my birth. It was truly a valuable gift. I’m so glad she took the few minutes to write it. I’m more glad and grateful that I found it, and the treasured memories inside.

It is astounding how often we overlook the potential of what we receive in the mail, especially in our highly computerized society. A group I belong to has spent the last year affirming each other through written notes. What we wish to give each other are the gifts of appreciation and affirmation. Short notes saying “I’m thinking of you”, invitations to share time, and saying thank you for talents shared have been just a few ways to do that. We are learning to recognize the gifts of each other.

As we opened our new Households in the Huffman Health Center, many residents moved into new homes. I’m sure they too may have found some hidden treasures, new friendships, and comfortable new schedules and new ways to bring value to everyday life. I know there have been lots of thank you notes written to people who helped make this transition a good one. It was an amazing day and one all of us will remember for a very long time.
In August, 1977, Pearl Parks came to work at Bridgewater Home as Assistant Director of Nursing. This was a new direction for Pearl. In her previous job she had been a teacher at the RMH School of Nursing. She became the Director of Nursing (DON) two years later, and she has been in the job ever since. During the last thirty-seven years, she has seen a lot of changes, a lot of adapting to new innovations and many changes in ways to take care of residents. When you witness Pearl’s interaction with her staff; you understand how well she is able to answer questions about resident care, personnel, and other department heads so well.

“What was life like for the nursing staff in 1977.” Did you realize that in 1977 we had more residents per floor, but the care of these residents was not as intense as the care required of today’s residents? Residents were not as sick; they usually walked in under their own power with nurses greeting them at the door to help them get settled. Even with more residents, staff had time to sit and talk with a resident and their families. Because of the requirements of the insurance providers, now hospitals are not keeping patients as long and the final care of these individuals is falling to nursing homes.

There were not as many federal regulations which required our own in-house policies and procedures in the early years. As the regulations increased and the needs of residents changed, so did the amount of staff that was needed to perform those tasks. With the need for more intense care and the changing technologies, staff everywhere has had to undergo more training and the requirements for education have risen. Many who had never used a computer are now required to do so as standard operating procedure.

Residents with dementia were deemed just that, they had dementia. New innovations and understanding of diseases now enable us to do broader diagnosis of dementia related diseases. Our Gardner Wing is specifically designed for care of early stage memory loss residents. More personal care planning is done to keep them as well and engaged as long as possible.

Pearl is excited about the culture changes here and is looking forward to life in households. The creation of a home environment for residents will make it possible for individuals to be more involved in their care and life style. Daily schedules will not be as regimented, and residents should have more control in a less scheduled environment.

Pearl says she misses the days when her job allowed her to sit down with a resident and just visit. Her duties no longer allow for as much personal interaction with residents, even though she is indirectly active in their care. She says the resident’s happiness, satisfaction, and contentment is a result of how the staff is trained and how they administer the care of the residents. She wants her staff to enjoy coming to work and know that residents are the reason to come to work every day.

See Pearl on page 5
Change Can Be A Good Thing

by Karen McNeal | Vice President for Marketing

“There is nothing more constant than change.”
– Heraclitus 535BC

On the campus of BRC change can be seen everywhere. The construction and renovation of the Huffman Health Center has been the focus since July of 2013. The most anticipated phase I move to the households in the Huffman Health Center took place on November 19. Phase II renovations are underway as this project continues to move forward.

See Change on page 11

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Pearl

Pearl agrees that Bridgewater Retirement Community will be here in 50 years and will be thriving. With all the changes and new technologies, we will see even more changes in care delivery, how staff will be trained, and education requirements. In order to do her job productively, there may come a time when an assistant (DON) will be needed. The first 50 years has been remarkable! At the fast pace of growth we have experienced, which has required numerous additions and modifications, the next 50 years should prove to be even more outstanding.

Even though she hates admitting it, Pearl knows there will be new diseases to evolve which will need different types of care. The whole picture of nursing could change dramatically, and we must always be ready to change with the times. “Other forms of housing will evolve. I am sure someone will come up with an even better concept than households; it is hard to imagine, but entirely possible. I probably won’t be here to see it but I know changes will come,” she says.

We are already seeing people being taken care of more in their homes. Our home healthcare agency makes it possible for many Village residents to stay in their units longer. The population is living longer, there are fewer children in families, and our ever-changing economy makes some people feel we are on shaky ground. Pearl recognizes these changes and says, “With the expense and regulations increasing, families may opt to take care of the older population at home longer. But, it is now and will continue to be a comfort to them to know there is a place like Bridgewater Home there to meet a person’s needs when the time comes. Residents will always need a quality of life, a purpose and to be loved by a staff who genuinely cares.”
If you count all the time that Bridgewater Retirement Community has been working on Culture Change, approximately four years ago we began work to prepare to move our nursing residents into households. This involved not only planning for new and renovated buildings, but also educating staff, residents, and family members about new ways to deliver nursing care.

“Creating something that looks like a home is the easy part,” says President Rodney Alderfer, “but creating something that acts like a home for our elders is the real goal. The focus is on relationships, rather than tasks.” We set about learning new concepts, training every staff member through Person First, visiting other facilities and comparing our processes to theirs. Over the course of time, we began to see remarkable positive changes in all areas of our Home.
We wanted to show off our new place to those who helped make it possible, but we did not want to interrupt residents living any more than was necessary. We chose to have several open houses so employees, donors, family members and residents would have first chance to get a look at the completed project, and then local officials, business leaders, vendors and other invited guests got a “sneak peek” of where our residents would be calling Home.

Of course there was some anxiety! Not after they walked through the door. Expressions of surprise and excitement were followed by many comments, all positive and appreciative of the excellent planning that led to the completion of this first phase of the project.

Former President John Garber and President Alderfer compare renovation and moving stories.

ABOVE: Sarah Hagan, Director of Assisted Living, answers questions from Nora Plaugher. P.S. Yes, the new baby arrived just before moving day!

LEFT: Household leadership members enjoy their new roles and mingle with guests during the open house.
Preparing for moving seventy two residents in one day was a herculean task. But thanks to nearly 400 employees, volunteers and family members the move was a monumental success.

Each new household and each department helping with the move chose their own color of t-shirts to represent their household and department role in the move. The teamwork approach was certainly put to test when on November 19, 2014, Bridgewater was “On the Move.”

Seventy-two residents were successfully moved to our six new households.

**South Tower**
Wellness House – *First floor*
Tranquility House – *Second floor*
Unity House – *Third Floor*

**North Tower**
Serenity House – *First floor*
Harmony House – *Second floor*
Joy House – *Third Floor*

South Tower also was opened to incorporate the residents from the original rooms in the south wing of Huffman Health Center. All residents now have access to beautiful common areas, living rooms, dining and kitchen areas, and activities that occur daily.
ABOVE: Pearl Parks, DON and Cindy Morris, Clinical Coordinator of Harmony House share the excitement of being able to enjoy new homes.

ABOVE: Dr. Robert and Mrs. Mary Lee McDonald enjoy the living room in Joy House.

ABOVE: Felicia Knott, stylist, Erin Trotman, student volunteer, Jean Click, director of Environmental Services, and Cindy DeLoach, clinical coordinator for Unity House, share the teamwork in moving residents during moving day.

RIGHT: Vice President for Marketing Karen McNeal enjoys spending the day with residents in Tranquility House during the hectic part of the day.
As the holidays approach we all begin to think about home. Either we are going home to see our loved ones or like me you are getting excited thinking about your grown children and nieces and nephews coming home to help celebrate. For most of us our lives revolve around our home and the friends and family that make it a special place. From the time we are young to the end of our lives, it is home that makes us feel a part of something and gives us grounding and purpose in our life. When we move, leave home to go to college, or need to change our living arrangements because we need assistance, it is disrupting and disorienting. However, we all work quickly to make our new place a home by hanging familiar art work, bringing out our favorite pictures and reaching out to those around us to become new friends and family. Making a new home for our residents in the Huffman Health Center is what everyone at BRC has been working towards for the last four years.

One of the ways I hear our staff talk about the culture of BRC is that it’s like a big family. I think a lot of organizations say this, but they don’t always achieve the same level of closeness that I observe between staff, the staff and the residents and between the staff and family members. One of our administration’s favorite sayings is that “Our residents don’t live where we work, we work where they live.” This is always shared with new employees to emphasize that BRC is someone’s home and we need to always keep that in mind.

We also like to share with everyone that once a resident makes BRC their home they stay as part of our family for the rest of their life or until they decide to leave. One concern that potential residents always have is that if they were to outlive their resources will they have to leave? What a sad and scary thought. Just when you are most vulnerable you would be asked to leave your family and friends; your home. Fortunately, because of the generosity of so many donors this is not the case at BRC. Years ago the Foundation created the Resident Care Endowment Fund, and through many gifts over several decades we have an endowment that helps to support those residents who can no longer pay for their care. At times we are supporting 30-35% of our residents in the Home at a cost of over $25,000/month or $300,000/year. We are so grateful that we are able to do this!

Every Christmas our President, Rodney Alderfer, sends a letter to our donors during the holiday season asking them to think of our residents who have exhausted their resources during the holiday season and try to include the Resident Care Endowment Fund in their end of year giving plans. It is the Foundation’s mission to support these residents by continuing to grow our endowment so that we will forever be able to guarantee the peace of mind our residents have that they will always be at home with our family at BRC.

As your home is the center of your holiday celebrations so is Huffman Health Center for our nursing residents. We were so happy that so many community members, donors, family and staff came to our open houses to see the new building. We are so excited to be able to give our residents a new “home for the holidays” in the brand-new living areas and rooms in phase one of our new Huffman Health Center.

Phase two of this project is just beginning so we will be keeping you informed about this as it progresses. Have a wonderful holiday season and enjoy your time with family at home.
Completion of this major project is expected in late 2015.

Exciting changes are happening in the Village, too. Bridgewater Village now has a permanent model home located at 115 Wayside Drive.

With the help of PVL Design Associates, a design firm from Winchester, a thorough review of the current interior design of duplex cottages, the standards and finishes options, and the exterior design began earlier this year. Many questions were asked. What do future residents expect in retirement living? What are their expectations for interior finishes and appliances? What do they see when they drive through our community? How do we stack up against our competition? After many meetings with staff, current and future residents, we moved forward with the design for the Village model home with new finish standards.

All the standards and finishes and interior and exterior designs of the duplex clusters have been updated to reflect the expectations of future residents. An open floor plan is just the beginning of the updates that will mirror the expectations of the current market place. A variety of updated options are available for new residents to choose from for their new home. The model home on Wayside Drive reflects the new “look” and some of the available options.
One of the highlights of every year is the Legacy Council luncheon held by Bridgewater HealthCare Foundation and sponsored by SunTrust Bank. The Legacy Council was established in 1993 to honor those who have made planned gifts to Bridgewater HealthCare Foundation. Members are welcomed into the Legacy Council when documentation is received that the Foundation is included as a beneficiary in a will, charitable trust, insurance policy, or qualified retirement plan. Membership is also extended to friends who enter into charitable gift annuity agreements and to those who donate interest in real estate or securities.

Sam Ashworth, SunTrust Bank, introduced this year’s speaker Nicholas Picerno, who spoke about “the Third Battle of Winchester and the Efforts to Save the Battlefield.” Mr. Picerno, a retired New Jersey police officer, has been an avid collector of Confederate War memorabilia and shared many historical facts and stories about soldiers related to the battles in and around Winchester, Va. He is currently employed by Bridgewater College and has established an active student history group there.

Donors who wish to be members of the Legacy Council should notify Bridgewater HealthCare Foundation by calling 828-2550 or visiting our web site at www.brc-online.org.

Nicholas Picerno delivers a fascinating speech discussing the Third Battle of Winchester and efforts to save battlefields in the eastern United States.
Along with a nation of grateful people, we pause once a year to honor our Veterans here at Bridgewater Retirement Community. These are the men and women who have, some with no choice, put their lives at risk to ensure that we live in a peaceful place where we are free to make choices every day.

For the past several years our Veterans have been invited to enjoy breakfast in the Custer Room followed by programs during the morning to celebrate those lost to us and those still here. We currently have Veterans from all past wars living and working on our campus. It is a privilege to honor those who have served us well.

George Hartman – WWII

James Seale – WWII

Ron Pierce – Vietnam War

James Puffenbarger – WWII Japan

Lewis Mike Campbell – Korean War

James Harman – Vietnam War

Joel A. “Mac” McCauley – Vietnam War

Dr. Hanford Lee Graham – WWII Italy

Frank Lion – WWII Philippines

Steve Keplinger – Korean War

Nora & LeRoy Plaugher – WWII France

Edward “Dick Meares” – WWII

Eston Baughman – Iraq 2006
BRRRR! Like many others, Bridgewater Retirement Community accepted the “ice bucket challenge.” We raised over $900 for finding an ALS cure.

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Note: You will notice a difference in our Lists in this issue of The Bridge. In order to conserve our paper resources, we have listed donations simply by Tribute Gifts and Non Tribute Gifts, rather than separating gifts out by the many funds for which they are received. If you have questions, please contact Carrie Budd in the Foundation Office 828-2550. All contributions are gratefully appreciated.
Regardless of age, personal connections are important to our Whole Wellness. Our ability to successfully engage in social interaction, whether it be on paper or by gadget, allows us not only to share who we are as persons in a larger world, it brings others to us. Caring awareness of other’s preferred methods of communication is what enables us to successfully interact with each other in our homes, our neighborhoods, our businesses, our world and in our HOME.

FOR MORE INFORMATION ABOUT US, check out our website at www.brc-online.org. For your convenience Bridgewater HealthCare Foundation now accepts donations online through our BRC webpage. Click the Donate Now button on the Foundation page. If you have questions call (540) 828-2652 for Foundation assistance.

Also visit our Facebook page, or call us at 1-800-419-9129 for a tour of the exciting things going on at Bridgewater Retirement Community.
Congratulations to Village artists Mary Ludwick, Ann Flora and Tom Reynolds who won awards at the recent Virginia Non Profit Homes for the Aging (VANHA) Art Show in Richmond, VA.

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Bridgewater “ReRun Shoppe”

The Bridgewater Home Auxiliary ReRun Shoppe is located in the Assisted Living area across from the second floor Activities Room. It is run by the Bridgewater Home Auxiliary volunteers. All proceeds benefit our residents. We are dependent on donations of merchandise to be sold in the Shoppe. Listed below are items which attract buyers and sell best.

- Clothing - good, clean, for all ages
- Clocks that work
- Cookware - good condition
- Baskets - decorative and unusual
- Toys - in good condition
- Gently Used Linens
- Knick Knacks
- Dishes
- DVDs
- Jewelry
- CDs
- Puzzles
- Christmas & Other Seasonal Decorations
- Picture Frames
- Vases

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Bridgewater Healthcare Foundation, Inc.

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Your gift to Bridgewater HealthCare Foundation, Inc. will bring joy to our residents and enhance their daily lives. Thank You!

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In Honor/Memory of ______________________________________________________
Address _________________________________________________________________
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Contact us: cbudd@brc-online.org | foundation@brc-online.org

A not-for-profit organization under section 501(c)(3) of the Internal Revenue Code
Make checks payable to: BRIDGEWATER HEALTHCARE FOUNDATION, INC.
302 North Second Street, Bridgewater, Virginia 22812
Harness the energy of the outdoors

There’s something about a bike ride on a wooded trail—the whisper of wind through the leaves, pushing against the pedals, moving the chain along the gears.

You won’t find this kind of living just anywhere. It takes a special meeting of town and country, of humanity and nature, of youth and maturity. It’s a kind of life filled with energy. Our residents experience it every day, living the four seasons amidst gently rolling mountains in a neighborly college town. This is Bridgewater Retirement Community, and energetic living is our nature.

Visit us online at www.brc-energy.org
302 North Second Street
Bridgewater, VA 22812
1.800.419.9129
540.828.2550