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Our Island Home Stakeholder Meetings report

Date: October 14th, 2020

Prepared by: Herb Taylor, Consultant

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## **Core Values for Nantucket regarding Care for Older Adults**

- Respect
- Privacy
- Home-like setting
- Quality care
- Access to community/ensure connectedness
- Continuation of involvement/integration with community
- Opportunity to “age in place”
- On-Island care through end of life – valuing older adults’ connection to Nantucket
- Continuum of care—multiple services options targeted to meet needs
- Space that meets care needs – Medical, Memory Support, Socialization, Affordability
- Ensuring older adults are listened to and involved in decision making
- Island feels like a family and has a sense of interdependence
- Ongoing opportunities for socialization
- Right to self-determination: giving elders “voice and choice”
- Person-centered, allowing elders voice
- Providing socialization, opportunities to access community
- Importance of an involved, competent care team- value workforce caring for our elders
- Value elders’ desire for as much independence as possible
- Families need support, guidance and communication
- Importance of a unified plan for all senior services

## **Perspectives (Beliefs/Assumptions/Facts) that provide vital information to process**

- OIH is a “catch-all” for older adults with a variety of needs
- Nantucket has changed a lot over the years
- COVID is bringing continued change and learning opportunities
- Significant staffing challenges—population/isolation impacts this
- Nantucket is “resource scarce”
- Not enough space in OIH for privacy, activities, storage, common space, etc.
- Layout of building is limiting
- Staff is caring and passionate about work
- Mental Health services, especially for older adults on island is lacking
- Local training opportunities for staff could be increased
- Business model for a LTC facility on Nantucket cannot be the same as off-island
- Medical services in general are limited, off-island travel often necessary
- Medicare/Medicaid reimbursement does not account for the high cost of living on Nantucket

- Lack of affordable housing with oversight services for older adults
- Lack of affordable housing for broader community including staff of OIH
- Many community members have an attachment to the location/many other community members value space, services, quality of care over location
- Climate change will affect current location (and many others)
- Optics are confusing to some community members regarding high cost of community facilities, such as NCH and OIH, and appearance of less beds
- Census of OIH is rarely at capacity
- Almost all bedrooms at OIH are shared and has limiting bathrooms; two showers for all residents
- Residents identify private showers and bedrooms as very important to them
- Nantucket has a Landbank which could be a resource for alternative location

## **Options/possibilities for future (Strengths and Weaknesses)**

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- **Do Nothing**  
Strengths:  
Weaknesses: current issues would remain, not a good option
- **Build a new Our Island Home in current location**  
Strengths: keep the view/continuity; proximity to town  
Weaknesses: expensive option, space constraints and limitations would limit ability to meet broader needs, climate concerns; current location has limitations; disruption of those currently residing there/potential relocation; phased build would be an increased cost and be disruptive.
- **Build a new Our Island Home in new location**  
Strengths: provide more space, greater flexibility to meet needs, opportunity to include more services; potential for small house model easier, potential for shared services; opens existing site for another use such as a senior center- more would be able to access the location than at the present; no disruption to current; residents and staff; likely less expensive; most up-to-date regarding safety codes and infrastructure; more potential synergies, potentially less expensive  
Weaknesses: lose view, potentially lose convenience
- **Renovate Our Island Home**  
Strengths: keep present location  
Weaknesses: limiting, expensive, disruptive, challenging, infrastructure concerns
- **Close OIH/Provide other home-based services/supports**  
Strengths: may allow residents to reside at home until end-of-life  
Weaknesses: many may still require LTC facility level of care and are not able to remain at home, even with significant supports- would have to go off island; would not include islanders without housing security

*\*Adding an Adult Day Center, and affordable housing for staff, would be considered a “strength” of any option having the ability to include it*

# Our Island Home Stakeholder Meetings Report

*Herb Taylor, Consultant*

Meetings held throughout September with Our Island Home residents, staff, family members and community stakeholders



# Core Values for Nantucket Regarding Care for Older Adults

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- Continuum of care—multiple services options targeted to meet needs
- Space that meets care needs – Medical, Memory Support, Socialization, Affordability

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# Perspectives (Beliefs/ Assumptions/ Facts) that provide vital information to process

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- COVID is bringing continued change and learning opportunities
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- Not enough space in OIH for privacy, activities, storage, common space, etc.
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- Staff is caring and passionate about work
- Mental Health services, especially for older adults on island is lacking

Perspectives  
(Beliefs/  
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- Business model for a LTC facility on Nantucket cannot be the same as off-island
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- Lack of affordable housing with oversight services for older adults
- Lack of affordable housing for broader community including staff of OIH
- Many community members have an attachment to the location/many other community members value space, services, quality of care over location



# Perspectives (Beliefs/ Assumptions/ Facts) that provide vital information to process

- Climate change will affect current location (and many others)
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# Options/ possibilities for future (Strengths and Weaknesses)

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## Build a new Our Island Home in current location

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Options/  
possibilities for  
future  
(Strengths and  
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## Build a new Our Island Home in new location

- Strengths: provide more space, greater flexibility to meet needs, opportunity to include more services; potential for small house model easier, potential for shared services; opens existing site for another use such as a senior center- more would be able to access the location than at the present; no disruption to current; residents and staff; likely less expensive; most up-to-date regarding safety codes and infrastructure; more potential synergies, potentially less expensive
- Weaknesses: lose view, potentially lose convenience

## Options/ possibilities for future (Strengths and Weaknesses)

### Close OIH/Provide other home-based services/supports

- Strengths: may allow residents to reside at home until end-of-life
- Weaknesses: many may still require LTC facility level of care and are not able to remain at home, even with significant supports- would have to go off island; would not include islanders without housing security

### Renovate Our Island Home

- Strengths: keep present location
- Weaknesses: limiting, expensive, disruptive, challenging, infrastructure concerns

*\*Adding an Adult Day Center, and affordable housing for staff, was considered a "strength" of any option possibly having the ability to include it*



# **Notes from OIH Stakeholder Meetings: Nursing Staff, 9/8/2020 2:30 pm**

## **1. Core Values for Nantucket regarding Care for Older Adults**

- A safe place to live
- Deserving of dignity, honor, reverence for our oldest citizens
- Privacy- places to visit with family members privately, own spaces (such as showers, bathrooms, bedrooms)
- A home-like setting
- Ability to socialize and be part of the community/be involved
- Consistent caregivers, positive relationships with caregivers and fellow residents
- Access to positive, productive activities
- Respect
- Physical access to the community
- Ability to remain on Nantucket until end-of-life

## **2. Facts/Assumptions that provide vital information to process**

- Currently, OIH is crowded, residents and staff alike do not have enough space- Fact
- “Outgrown” the current building- Fact
- Building is outdated- Fact
- Building is very institutional and difficult to make “home like”- Fact
- Various levels of care are being provided- Fact
- Mixed population- both memory care and those who are alert/oriented are grouped together- Fact
- Residents do not “choose” to reside at OIH, those who are able to verbalize state they would prefer to reside at home if possible- Fact
- Changes in acuity level today versus 20 years ago- more severe – Fact
- Hospital stays tend to be shorter/hospital refers to OIH for ST Rehab- Fact
- The medication room is very small, storage is an issue- Fact
- Accessible outdoor space that can be used “off season” is lacking- Fact
- Common areas are too small to accommodate all residents- Fact
- Housing challenges on Nantucket has at times impacted Short Term residents- Fact
- Other senior housing options can be cost prohibitive- Fact
- Housing for individuals with mental health issues is lacking on Nantucket- Fact
- Affordable housing vs rates of pay impacts staffing- Fact
- Nantucket’s population increases dramatically in the summer season. Occasional admission of family members of summer residents- Fact
- Nurses are under-staffed- Fact
- Many staff members have multiple jobs in order to afford to reside on Nantucket, this impacts ability to fill shifts- Fact
- Belief that all residents care strongly about view of current location- Assumption

### 3. Options/possibilities for future (Strengths and Weaknesses)

- Do nothing

S: many community members care strongly about current location

W: in time, could face shutting down

- Renovate current building

S: many community members care strongly about current location

W: expensive, highly disruptive to residents, unlikely to be exactly as envisioned/needed, will not address space issue

- Rebuild in present location

S: many community members care strongly about current location

W: expensive, highly disruptive to residents, space constraints, displacement of residents and staff, potential to not be able to bring back staff and residents

- Build a new OIH in a new location (ranked as the strongly preferred option of this group)

S: more space; ability to design property to meet resident needs; greater flexibility with design (both indoor and outdoor); ability to offer greater privacy for residents/visiting family; meet varying needs of residents more effectively; keep Nantucketers on-island; more likely to have ability to build in Small House model if wanted

W: loss of view

\*a strength of all future options could include staff housing, staffing incentives

\*a weakness of any future option includes that some Nantucket residents do not believe we need a nursing home on-island/think the Town should pay for it

Attended by: Sophia Liburd, CNA; Carol Matson, LPN; Donna King, LPN; Annie Kay Rose, RN; Christina Crane, Assistant to the DON; Michelle Malavase, HR; Peter Holden, Administrator; Rachel Day, Assistant Town Manager; Taylor Hilst, Director of Human Services

# **Notes from OIH Stakeholder Meetings: OIH Residents and Ombudsman, 9/10/20 10:00 am**

## **1. Core Values for Nantucket regarding Care for Older Adults**

- Older adults should be treated well, with care and compassion
- Dignity
- Allowing elders the time to provide input and insight
- Maintaining a sense of community and connectedness
- Respecting, honoring, appreciating and listening to older adults
- Accessibility to the community; ability to participate
- Keeping elders informed of what is happening on Nantucket

## **2. Facts/Assumptions that provide vital information to process**

- Nantucket has changed a lot over the years -Fact
- Needs also change over time -Fact
- The population is growing -Fact
- New building/development -Fact
- Covid-19 has changed many things, including activities -Fact
- We want a new Our Island Home -Fact
- Bathrooms are too small to be functional for someone in a wheelchair -Fact
- The bedrooms are too small for two residents -Fact
- The space is lacking in bedroom space/showers, no exercise pool -Fact
- Residents state the building does not feel like home -Fact
- Residents state they feel like they are like a family -Fact
- OIH has a mixed population of memory care and alert/oriented residents -Fact
- If the services that OIH provides did not exist on Nantucket, many residents would have to go off-island -Fact
- Facility location is unique, however privacy/space could take precedence over location, with Covid-19 in mind -Fact
- Access to doctors could be improved -Fact
- Short term and long term residents have different needs -Fact
- Significant waitlists for other senior housing options -Fact
- Lack of affordable housing -Fact



### **3. Options/possibilities for future (Strengths and Weaknesses)**

- Do Nothing  
S:  
W: current issues would remain
- Provide housing/services that meets the needs of a diverse group of people  
S: could provide a specific place for those with dementia, affordable housing needs  
W:
- Renovate/add floors to current OIH  
S: keep the view  
W: more expensive, disruptive, would need to be done in phases, may require temporary move,
- Build a new OIH in a new location  
S: more space  
W: would lose water view

Attended by: Resident Marguerite S, Betty R, Karen N, Steve B; Joann Chillingran, Assistant Ombudsman; Denice Kronau, Finance Committee Chair; Ally Rowell, Activities Director; Peter Holden, Administrator; Taylor Hilst, Director of Human Services; Rachel Day, Assistant Town Manager

# **Notes from OIH Stakeholder Meetings: Resident family members/Friends of Our Island Home: 9/11/2020 2:00 pm**

## **1. Core Values for Nantucket regarding Care for Older Adults**

- Respected, revered
- Take care of them as they took care of us
- The idea that the island is a family/interdependent
- Connectedness/community- high accessibility
- Focus on integrating residents into community activities
- Providing a home-like setting
- Providing best possible medical care
- Respectful, high quality care focused on safety and wellness of all residents
- Aging in place- being able to remain in the community they chose to reside in
- Should be priority of leadership
- Dementia-friendly community wide, not just at OIH, through services and investment
- Support for caregivers
- Broad range of meaningful activities. Productive and person-centered
- Providing a clean, welcoming environment

## **2. Facts/Assumptions that provide vital information to process**

- NCH and OIH are part of an integrated whole, and there needs to be a healthy relationship between the hospital and all other local aging services -Fact
- Each agency serving elders serves a different segment of the population -Fact
- Multiple service needs at OIH- serving populations that might be served at separate facilities if off-island -Fact
- Caring, compassionate leadership important to family members -Fact
- OIH serves a mixed population- memory care and alert/oriented -Fact
- View of the water is valued strongly by many -Fact
- The Town needs to fund multiple projects -Fact
- The entire community will need to support funding a new OIH -Fact
- Covid-19 has had, and will have further, major impacts on how care is provided -Fact
- Vocal members of the community do not support the Town operating a nursing home -Fact
- Nantucket has a Landbank as a resource -Fact
- Access to private funding is complicated because of public ownership -Fact

### 3. Options/possibilities for future (Strengths and Weaknesses)

- Do Nothing  
S:  
W: current issues would continue
- Rebuild at the present location  
S: proximity to town, convenient; view;  
W: disruptive; would have to be phased; dislocation; more expensive; subject to sea level rise; location limits some options such as having a multi-use facility
- Build a new OIH in a new location  
S: potential for partnerships with NCH, Landbank; potential for creating multi-use facility; no displacement of current residents/staff;  
W: new location would potentially not have a comparable view/convenience;
- Renovate current OIH  
S: proximity to town, convenient; view  
W: extremely challenging structure to renovate; expensive; disruptive; lack of space; location limits some options such as having a multi-use facility

Other-- family members expressed some powerful thoughts:

- "our elders are not set apart but are 'a part' of the community"
- "I go to sleep at night knowing my mother is at home."
- The Select Board members should/could be more visible at OIH

Attended by: Friends of Our Island Home/Our Island Home family members Kathy and Bill Grieder, Mary Jean Dwyer, Patty Lynch, Alison Forsgren, Judith Phelan, Alan Atwood and Fran Kartunen; Denice Kronau, Finance Committee Chair; Taylor Hilst, Director of Human Services; Peter Holden, Administrator; Rachel Day, Assistant Town Manager

# **Notes from OIH Stakeholder Meetings: Our Island Home Staff, non-nursing 9/16/20 9:00 am**

- **Core Values for Nantucket regarding Care for Older Adults**

- Ability to maintain independence, for as long as possible
- Providing connection to “what makes Nantucket Nantucket”
- Ability to remain on-island- offering a range of services to facilitate this
- Decisions impact not only life-long Nantucketers, but those who have moved here to be near family
- Offer services for both those who are cognitively impaired and those who need assistance for physical reasons
- Maintaining sense of self, offering person-centered care and ability to make own choices
- Respect, dignity- “voice and choice”
- Providing a home-like environment and individual space
- Access to community/inviting the community to participate- integration
- Offer a comforting, inviting place to reside and to visit
- Sense of community within the facility- uniquely strong within OIH
- Continuum of care between elders that are more independent and those that require long term care

- **Facts/Assumptions that provide vital information to process**

- Lack of affordable housing/lack of services for those that may require oversight but not assistance impacts the OIH census -Fact
- Nantucket is resource-scare -Fact
- Nantucket’s isolation impacts access to services in “neighboring” communities -Fact
- There is not enough space in OIH for privacy, activities, ability to personalize/modify space -Fact
- Federal regulations impact the ability to create a home-like environment -Fact
- The current location is very meaningful to many people -Fact
- The small size of the building affects resident accessibility to certain areas -Fact
- Covid-19 has had major impacts on operations, programming -Fact
- There is very limited common space for leisure/activities/visits -Fact
- Nursing station is visually isolated -Fact
- The layout/size of the building makes some essential operations more difficult -Fact
- Storage is lacking/hallways cluttered due to lack of storage- Fact
- Staff is very passionate about their work -Fact
- Mental health services, especially for older adults who may benefit from oversight, lacking -Fact
- Our Island Home serves all resident family members, not just residents- Fact

## Options/possibilities for future (Strengths and Weaknesses)

- Do Nothing  
S:  
W: current issues/concerns remain
- Increase affordable housing options for older adults  
S: reduce burden on institutions, provide more appropriate level of care  
W:
- Build a new Our Island Home at current location  
S: potential for phased build (especially if building a smaller facility), keep view (view is an emotional connection for both residents and families as well as nice to look at); potential for income related to the water view/location  
W: disruption, relocation for a period of time, increased expense associated with phased build, space is highly limited- affects ability to offer range of services/community spaces
- Build a new Our Island Home at a new location  
S: potential to offer range of services/community spaces, increased space for privacy/quality of life, new infrastructure, likelier to include staff feedback on design, greater design and services options- potential to offer many senior care, housing and activity options at one location  
W: loss of view/location,
- Renovate existing building  
S: keep view  
W: existing infrastructure extremely challenging to modify; dislocation/disruption;

\*Any option that has the potential to include housing options for staff is a “strength”- benefit to consistent care/staff retention, cost saving for facility

Attended by: Ally Rowell, Activities Director; Christina Crane, Assistant to DON; Debra Bechtold, Dietician; Peter Holden, Administrator; Suzanne Gerardi, Physical Therapist; Tammy Belanger, Occupational Therapist; Cassandra Butler, Business Office Coordinator; Ken Beaugrand, Real Estate Specialist; Libby Gibson, Town Manager; Amanda Perry, Human Resources Director; Taylor Hilst, Director of Human Services

# **Notes from OIH Stakeholder Meetings: Community Stake Holders, 9/17/20 10:00 am**

## **1. Core Values for Nantucket regarding Care for Older Adults**

- Continuum of care—multiple services options targeted to meet needs
- Right to self-determination: giving elders “voice and choice”
- Respect, dignity, person-centered, allowing elders voice
- Providing socialization, opportunities to access community
- Maintaining community involvement, recognizing that elders may have been more involved in their local community than they would have been elsewhere
- Seniors are still contributing members of the community- opinions should be valued
- Ability to remain on-island- services need to enable this
- Valuing seniors’ historical connection to Nantucket
- Importance of involved, competent care team- value workforce caring for our elders
- Offering affordable care options
- Value elders desire for as much independence as possible
- Families need support, guidance and communication
- Importance of a unified plan for all senior services

## **2. Facts/Assumptions that provide vital information to process**

- Significant staffing challenges—population/isolation impacts this -Fact
- Local training opportunities could be increased -Fact
- Business model for a LTC facility on Nantucket cannot be the same as off-island -Fact
- Medical services in general are limited, off-island travel often necessary -Fact
- Medicare/Medicaid reimbursement does not take into account the high cost of living on Nantucket -Fact
- Many community members may not be educated on insurance, how finances will be impacted by receiving care at OIH -Fact
- Many community members have an emotional attachment to the location/many other community members value space, services, quality of care over location -Fact
- Climate change will affect current location (any many others) -Fact
- Optics are confusing to some community members regarding high cost of community facilities, such as NCH and OIH, and appearance of less beds -Fact
- Census is rarely at capacity- Fact
- Almost all bedrooms at OIH are shared -Fact
- Residents identify private showers and bedrooms as very important to them -Fact

### 3. Options/possibilities for future (Strengths and Weaknesses)

- Do Nothing  
S:  
W: current issues would remain
- Build a new OIH in the current location  
S: keep the view/continuity;  
W: climate concerns; current location has limitations; disruption of those currently residing there/potential relocation; phased build would be an increased cost
- Build a new OIH in a new location  
S: opportunity to include more services; potential for shared services; opens existing site for another use such as a senior center- more would be able to access the location than at the present; no disruption to current; residents and staff; likely less expensive; most up-to-date regarding safety codes and infrastructure;  
W: loose view
- Close OIH/Provide other home-based services/supports to assist families  
S: may allow residents to reside at home until end-of-life  
W: many may still require LTC facility level of care and are not able to remain at home, even with significant supports- would have to go off island; would not include islanders without housing security

\*Adding an Adult Day Center would be considered a strength of any option that has the ability to include it

Attended by: Sarah Chotkowski, Nantucket Cottage Hospital Social Services Manager; Erin Kopecki, Tucked in Elder Care; Jessica Trimble, Care Manager/RN; Sheri Hunt, Elder Services; Mary Anne Easley, Council on Aging Chair; Julie Fitzgerald, Senior Center Committee Chair; Marie Elder, SEIU representative; Donna Sbardella, Anodyne; Dawn Hill Holdgate, Select Board Chair; Peter Holden, Administrator; Libby Gibson, Town Manager; Taylor Hilst, Director of Human Services