

# Judith Rabig

## SUMMARY

Over twenty years of executive experience in health care, nationally recognized expert in the small house model of deinstitutionalized nursing home care, substantial expertise in operations, innovation and diffusion of innovation, project management, project feasibility analysis, grant writing, outcomes evaluation, and quality improvement. Extensive teaching and training experience.

## EDUCATION

Lenox Hill Hospital School of Nursing, New York, NY, Diploma, Registered Nurse, 1970.

Excelsior College, University of the State of New York, Albany, NY, BA, Liberal Studies, 1998.

Empire State College, University of the State of New York, Saratoga Springs, NY, MA, Liberal Studies, 1999.

Union Institute and University, Cincinnati, Ohio, PhD, Arts and Sciences, Gerontology, 2007.

Stanford University School of Business Stanford, CA, Executive Program, Social Entrepreneurship, 2008.

National Interact Trainer, 2013.

## APPOINTMENTS

### **Center for Medicare and Medicaid Services Innovation Advisor**

One of the 73 applicants selected through a competitive process by Center for Medicare and Medicaid Services from a pool of 920 applicants to participate in the initiative working with the CMS Office of Innovation. Received advanced training in implementing change, and tested a model for reduction of nosocomial wheelchair use in nursing homes.

### **Atlantic Philanthropies John A. Hartford Foundation Practice Change Fellow**

A member of the first cohort of competitively selected fellows, accomplishments included:

- Created and piloted a set of clinical practice policies.
- Developed a comprehensive curriculum for interdisciplinary team members to improve clinical performance in small house settings.
- Worked collaboratively with Robert Kane, MD, Director, Center on Aging and MAGEC. Minnesota Chair in Long-term Care and Aging to develop and implement computerized clinical glide paths, a systematic way of early identification of changes in chronic disease status.
- Received advanced training in leadership, management and health care policy.

## EXPERIENCE

**President and CEO  
Rabig Consulting, LLC**

**2006-present**

Provide consulting services to health care organizations nationally with a focus on organizational reconfiguration, person centered care, clinical excellence and the small house model of care.

- Offer a generic non trademarked approach to implementing the components of a deinstitutionalized nursing home.
- Customize the design and components of each project based on an appreciative inquiry model of organizational discovery.
- Guide organizations in small house feasibility analysis, project planning.

- Assist Chief Executive Officers, senior leaders and board members to evaluate their organizational effectiveness using in- depth onsite assessments of their operations and outcomes.
- Configure customized programs of organizational change.
- Collaborate with CFOs to create financial feasibility analysis of proposed organizational changes.
- Create and present to state health departments regulatory briefs in support of projects to achieve regulatory approvals.
- Create project management timelines and plans.
- Collaborate with architects to change existing or to design new facilities.
- Provide executive leadership training and coaching in change management.
- Customize and provide staff training.
- Create quality assurance plans for sustainability of project outcomes.

**Executive Director**

**2002- 2006**

**CGB National Green House Project**

Robert Wood Johnson Foundation grant funded project of a deinstitutionalized nursing home model of care. Goal was to create small 10 person homes clustered to form a skilled nursing facility.

Responsibilities included the configuring and deployment of the practical and operational details of the Green House vision with a nursing home pilot project. This process concluded with the opening of the first four Green Houses in the nation and the work included the following:

- Defined the components of a deinstitutionalized skilled nursing home that incorporated person centered holistic care.
- Collaborated with the architectural team to design the first Green Houses in the nation
- Devised the operational plan, training curriculum, policies and staffing plan.
- Designed and implemented a staffing model that incorporate organizational development research findings on staff empowerment.
- Maximized the use of technology to support work including electronic medical records, electronic lifts, advanced pager/call systems.
- Collaborated with the Methodist Senior Services CEO and CFO to build a proforma and an operating budget.
- Worked with the Mississippi State Health Department, Centers for Medicare and Medicaid Services to achieve compliance with all codes.
- Designed a new job title and job description - Elder Assistant - a nursing assistant with additional training who would and provide elder care, food preparation housekeeping and laundry.
- Created a 120 hour training curriculum for CNAs and 20 hour training curriculum for nurses including support materials - power points, handouts and training manuals. This training has become the national standard for training Green House staff.
- Created and managed the relocation plan for 40 elders.
- Supported the sponsors in implementation of the full model of care as designed.
- Provided workshops to over 50 organizations interested in replication.
- Assisted in obtaining funding from the Commonwealth Fund to support academic research throughout the implementation.
- Collaborated with the research team led by Dr. Rosalie Kane, University of Minnesota, throughout the initiative.
- Managed national press requests for interviews and information.
- Submitted an application for a replication project and was awarded a \$ 5 M Robert Wood Johnson Foundation grant for a five year replication initiative.

**Executive Director**

**1999 - 2002**

**Oneida County Office of Aging and Continuing Care**

**Utica, New York**

Designated Area on Aging Office serves as the lead planning, funding and advocacy agency for 10,000 older and disabled adults their families and caregivers in Oneida County, New York. Direct line report to the County Executive and Board of Legislators. Programs included home modification, congregate dining sites, senior transportation, home delivered meals, 5 senior centers, friendly visitors program, adult day care, HICAP and health promotions, bill payer assistance, long term care Ombudsman program, family caregivers, legal assistance, case management, and homemaker services.

- Managed a \$5.6 M budget with multiple funding streams including federal, state, county and foundation funding. Responsible for oversight and evaluation of the processes and outcomes of each contract program.
- Replaced a siloed, difficult to navigate service provision system with a single point of entry system for services. The system included a single call in number for information or assistance a single case manager system for all aging services provided by any agency in Oneida County.
- Created a public and private collaborative to form partnerships which leveraged resources to improve and expand the home delivered meals, congregate site dining and senior transportation programs. The collaboration increased each program service provision numbers without increased expenditures.
- Designed and implemented a Brookdale Center on Aging award winning elder abuse program.
- Creation of a support and outreach center for families and elders who needed information about senior services.

**OTHER EXPERIENCE**

VP of Innovation and Clinical Development Masonic Health System	2009-2013
Adjunct Professor, Utica College, Online Program, Certificate in Gerontology	1999-2000
Adjunct Lecturer in Aging Mohawk Valley Community College	1999-2000
VP of Staff Development, Lutheran Homes of Central NY, Clinton, NY	1996-1999
Master Instructor, Madison Oneida BOCES Verona, NY.	1991-1996
Clinical Director Kimberly Quality Care Utica, NY	1990-1991
Hospice Nurse Oneida County Hospice	1980-1988
Medical Surgical Instructor, St Elizabeth’s School of Nursing, Utica, NY.	1975-1979
Director of Nursing, City View Nursing Home, Brookline, MA	1972- 1975
Trauma Nurse , Massachusetts General Hospital , Boston, MA	1971- 1972
Night Charge Nurse, Memorial Hospital, Laramie, Wyoming	1970-1971

**NATIONAL PAPER PRESENTATIONS**

*Implementing the GH in Tupelo, MS and Beyond: A Work in Progress.* In Kane, R. (chair) Multifaceted Study of the Green Houses of Tupelo, MS and Implications for Replication: De-Institutionalizing Nursing Homes. Symposium conducted at 58<sup>th</sup> Annual Scientific Meeting of the Gerontological Society of America, 2005, Orlando, Florida.

*Responding to the Voices of the Green House Elders.* In Kane, R., (chair): Beyond Culture Change: Creating Caring Communities by Promoting Capacities of Elders, Symposium conducted at 60<sup>th</sup> Annual Scientific Meeting of the Gerontological Society of America, 2007, San Francisco, California.

*The Self-Managed Work Team in The Green House Project*, In Yeatts, D., (chair) Empowering Workers and Empowered Work Teams in Long-Term Care. Symposium presented at the 60<sup>th</sup> Annual Scientific Meeting 2007, San Francisco, California.

*Shifting the Nursing Home Paradigm to Home*. In Rabig, J., (chair) Deinstitutionalization:

The Philosophical Basis and Implementation Strategies of Deinstitutionalization. Symposium conducted at the 61<sup>st</sup> Annual Scientific Meeting of the Gerontological Society of America, 2008 National Harbor, Maryland.

*The Small House Model of Care: Bringing Individuals with Cognitive Impairment Home*. In Gräske, J., (chair) Care Provision in Small-Scale, Homelike Long Term Care Settings – Impact on Residents Outcomes. Symposium conducted at the 65<sup>th</sup> Annual Scientific Meeting of the Gerontological Society of America, 2012, San Diego, California

*Reduction of Nosocomial Wheelchair Use in Nursing Homes: Meeting the Triple Aim*. Poster Session: 65<sup>th</sup> Annual Scientific Meeting of the Gerontological Society of America November 2012

#### **NATIONAL CONFERENCE PRESENTATIONS:**

*Healthcare Reconfiguration: Challenges and Opportunities*: Keynote address, New England Association for Healthcare Philanthropy, Providence, RI, February, 2013.

*Financial Feasibility of the Small House Model of Care*. Leading Age, Denver, 2012.

*Household Models: Connected or Non-Connected* . Webinar presentation, Vendome Group, Oct 2010

*Small House Operational Realities*. Minnesota Geriatric Education Center, Jan, 2010.

*The Small House in the Big House*. LTC 100 Conference, Colorado Springs, 2010 *Small House*. Minnesota Geriatric Education Center, Jan, 2009.

*Small Houses: What's right for your Organization?* American Association Homes Services for the Aging, Washington, DC, November, 2006.

*Small House Implementation*. Full day pre conference, American Association Homes Services for the Aging, Washington, DC, April, 2006.

*The Small House: Deinstitutionalization*. American Society on Aging, Anaheim, March, 2006.

*The Small House Outcomes and Challenges*. American Association Homes Services for the Aging, San Antonio, November 2005.

*The Small House Model of Care*. Academy Health Long Term Care Colloquia, Boston, June, 2005.

*The Small House for Frail Elders*. American Society on Aging, Philadelphia, March 2005.

*The Small House Emerging Model of Care*. American Association Homes Services for the Aging, Nashville, October, 2004.

*A New Person Centered Model of Nursing Home Care*. National Citizens Coalition for Nursing Home Reform, Washington, October, 2004.

*Leading a Change Process: Lessons from the Small House Movement*. American College of Health Care Administrators, Columbus, Ohio April, 2004.

*Small House: A Paradigm Shift*. ASA NCOA Conference, San Francisco, April, 2004.

*Small House: A New Model of Care*. AAHSA Future of Aging Services Conference, Washington, DC, April, 2003.

*Person Centered Care: The Small House*. American College of Health Care Administrators, Charleston, April 2003.

*Design and Aging*, Full day pre-conference intensive, American Association Homes Services for the Aging Annual Meeting and Exposition, Washington, DC, October, 2003.

## PEER REVIEWED PUBLICATIONS

Trajectories of At-Homeness and Health in Usual Care and Small House Nursing Homes  
*Gerontologist* (2011) 51(4): 504-515.

Home Again: Small Houses for Individuals with Cognitive Impairment, *Journal of Gerontological Nursing*, Vol. 35, No8, 2009.

Radical Re-Design of Nursing Homes: Applying the Green House Concept in Tupelo, MS. *The Gerontologist*, August, 2006 v46 no4 p. 533-39.

## OTHER PUBLICATIONS

Contributor, *Livable New York Resource Manual*, NYS Office of Aging, 2011.

From Nursing Home to Home: the Small House Movement, *Long Term Living*, March, 2008

Chapter in *Empowered Work Teams in Long-Term Care, Strategies for Improving Outcomes for Residents and Staff*

Dale E. Yeatts, Ph.D., Cynthia M. Cready, Ph.D., and Linda S. Noelker, Ph.D.

Design Innovations for Aging and Alzheimer's: Creating Caring Environments, December 2005, collaboration Chapter 5: The Green House.

**Small House Design Manual, Advark Global, 2008**

## TESTIMONY/WORKGROUPS

- Invited Testimony, The Green House Model of Care, Massachusetts Joint Committee on Aging, 2011.
- Invited Testimony, The Green House Model of Care, National Commission for Quality Long-Term Care Public Hearing of the Commission, July 22, 2005, Washington, DC.
- Invited Testimony, The Green House, White House Conference on Aging, Schmieding Conference, Springdale, AK, 2005.
- Invited Participant, U.S. Department of Health and Human Services, Pathway to the Future: How Workforce Development and Quality Jobs Can Promote Quality Care, May 2004, Washington, DC.
- Testimony, Briefings, The Green House Project, US Senate, US House of Representatives Joint Committee on Aging, November 8, 2004.
- Member, Pioneer Network National Fire Protection Code Revision Task Force, 2010-11
- Member, Specialty Sub Group (SSG) for Residential Health Care Facilities, 2014 cycle of the *Guidelines for Design and Construction of Health Care Facilities ("Guidelines")*.
- Member, National Advisory Group, Study of State Nursing Home Regulations, University of Minnesota, National LTC Resource Center, Rothschild Foundation Grant.

## **MEMBERSHIPS**

Executive Director, National Alliance of Small Houses  
Sigma Theta Tau  
Board of Directors, Lathrop Communities  
American Society on Aging  
Gerontological Society of America

## **PAST MEMBERSHIPS**

Executive Board, New York State Association of Area Agencies on Aging  
New York State Office of Aging, Workgroup, Rural Aging  
New York State Office of Aging, Workgroup, Olmstead Implementation  
Mid York Library System, Elderly Outreach Board

## **AWARDS**

Otterbein Distinguished Service to Aging Award, 2007  
Elderlife Community Leadership in Aging Award 2001  
United Family Services, Outstanding Leadership Award 2001  
Brookdale Center on Aging Elder Abuse Program Award, 2000  
Lutheran Care Ministries Network, Crystal Award 2001