



THE BEST OF BOTH WORLDS:

A CLOSER LOOK AT CREATING SPACES
THAT CONNECT YOUNG AND OLD



Executive Summary

“The kids and older adults—sometimes they find they’re kindred spirits.”

—Erin Hilligan, vice-president of operations at Ebenezer Ridges

When a new student started at the Jenks West Elementary pre-kindergarten class, she didn’t want to have anything to do with the older adults who lived at the co-located Grace Living Center skilled nursing facility. “She would really scowl,” said Tricia Travers, pre-kindergarten teacher. “It all seemed unfamiliar to her.” But her teachers talked a lot about the “Grands,” and she was never forced to participate. She watched the other students, and Travers or Katy Wilson, kindergarten teacher, or Adele Burnett, school liaison with Grace Living Center, would accompany her to observe the intergenerational activities. Their gentle yet respectful encouragement paid off and “Suddenly one day she just flipped the switch,” said Travers. “And now she ALWAYS wants to go to intergenerational activities! I’ll never forget the change in her.” It’s not an unusual story at shared site programs across the nation, where children and older adults become a part of each other’s daily lives, and hearts and minds are opened. Intergenerational shared sites pair younger generations with older adults in the same physical location, with periodic activities or programs that bring them together.

The Grace Living Center and Jenks West Elementary shared site is one of 110 shared sites identified in the 2018 report “All In Together: Creating Spaces Where Young and Old Thrive” by Generations United and The Eisner Foundation. The report which includes the results of a survey conducted with The Ohio State University established a new national baseline of shared sites. The majority of reported shared sites involved children under the age of 5 in childcare or pre-school programs, paired with programs serving older adults in a variety of settings including adult day services, skilled nursing and older adult housing.



“All In Together” also includes the results of a Harris Poll, commissioned by Generations United and The Eisner Foundation and conducted online between Feb. 27-March 1, 2018 that examines public knowledge and views of shared sites and revealed the vast majority of Americans believe intergenerational interactions can address loneliness and isolation and that older adults and children and youth can provide significant support to address each other’s needs. However, only about one-quarter of Americans are aware of intergenerational shared sites in their communities.

Intergenerational shared sites make common sense, in terms of reducing social isolation, creating livable communities and positively impacting participants’ lives. People of all ages have built-in opportunities to create meaningful relationships, find motivation, improve skills, and feel the joy of connection. In addition, shared sites create cost-efficiencies of sharing space, resources, personnel, rent and more. Shared sites have been documented and studied for decades, yet, they still have not proliferated across the United States. Why aren’t there more of them? Why aren’t shared sites in every community?

“All In Together” provides several insights into the mystery. First, the public is largely unaware of shared sites, so it is less likely that successful sites

are replicated or that organizations are inspired to come up with their own models.

Second, sites indicate common challenges including obtaining funding, measuring and demonstrating the impacts of their programs, dealing with safety concerns, managing space and buildings, staffing, locating training resources, and finding other similar programs with whom to share intergenerational strategies, activities and ideas.

To shed more light on possible factors that may be inhibiting or not encouraging the creation of more shared sites in the United States, we wanted to dig deeper into the challenges. We interviewed staff and/or board members of intergenerational shared sites, real estate development organizations and national policy and program experts. Our in-depth interviews identified four key phases in the development and operation of shared sites where pivotal factors, challenges and strategies can be critical. This report explores these phases and shares lessons learned from intergenerational shared sites around the country.

- 1. Creating the Vision** for the intergenerational shared site which includes nurturing champions and building partnerships.
- 2. Making it Work** once the vision is established, from finding resources to designing the space to navigating licensing and regulations.
- 3. Building Intergenerational Relationships** as soon as the doors open by training and supporting staff and measuring the impact of the programs.
- 4. Maintaining Momentum** after everything is up and running.

It is our hope that understanding and anticipating the factors and challenges during these four key phases of shared site development will help

“For 20 years, Generations United has advocated for using spaces and places to connect generations rather than separate them. Intergenerational shared sites are prime for development in every community that cares about the quality of life for residents of all ages.”

—Donna M. Butts,
executive director of Generations United

encourage more organizations and communities to embrace their intergenerational possibilities.

We also put forth recommendations that would boost the number of intergenerational shared sites around the country.

Spread the Word: We must embark on a coordinated effort to raise awareness of share sites.

Provide the Support: We have to educate funders on the benefits of shared sites and encourage creative funding for these initiatives.

Refine the Rules: We need to make regulations more friendly to shared sites.

Measure the Merits: We must coordinate a national effort to collect data on the impact of shared sites.

Build the Field: We should provide shared site staff with ongoing opportunities to connect with each other and exchange ideas and access to training and technical assistance to improve their programs.

The shared sites included in this report represent but the tip of the iceberg in terms of the breadth of shared site models that exist and the possibilities of shared sites yet to be created. Every community should approach community planning, building rehabilitation and construction, and service delivery in terms of natural ways to join the generations, rather than segregate them. Because when we do, we all benefit.

Introduction

**“I smile whenever I come—I see the light in a Grand’s eyes—
I see the noise and the life that the children provide that is kind of infectious,
I see the indirect impact of it—I just like being here!”**

—Shan Glandon, executive director of Teaching and Learning Education Service Center at Jenks Public Schools

DEFINITIONS

Shared Site Programs involve one or more organizations delivering services generally to unrelated younger people, usually 24 and under, and older adults, typically over 50, at the same location, such as a building, campus or neighboring buildings. Some shared sites may also serve adults and families.

Intergenerational Programs provide opportunities for unrelated younger and older people to interact with each other typically at a location serving either youth or older adults.



It’s 8:15 a.m. and the lobby of the skilled nursing facility is filled with an air of anticipation as older adult residents are excitedly stationed in their usual spots. Some have brightly colored red, purple or green streaks in their hair, and several staff are dressed in wigs and unusual outfits; a Dr. Seuss display fills the table in the entryway in celebration of Reading Across America and Dr. Seuss’ birthday. Cars pull up outside and bouncing 4- and 5-year-olds burst into the entryway, slowing down to carefully fist-bump, give a high five, or offer a gentle pat on the arm to residents who eagerly smile and greet them. One child doubles back and offers a special friend a warm hug; that resident’s face lights up as if she’s just won a million dollars. It’s just a normal weekday at the Grace Living Center in Jenks, Oklahoma where Jenks Public Schools’ West Elementary pre-kindergarten and kindergarten

classroom is co-located, and Grace’s staff and residents are involved in the learning.

Here the “Littles” (children) and the “Grands” (older adult residents) engage regularly in reading, shared study, dramatic play, gardening, friendly visiting in residents’ rooms and music. It’s clearly not your typical skilled nursing facility.

This special site in Jenks is but one example of an intergenerational shared site program, where the ordinary, everyday routine becomes extraordinary due to these skipped-generation relationships. “Both populations really get something out of the relationship,” said Suzanne Lair, principal of Jenks West Elementary and supervisor of the intergenerational program at Grace Living Center, who has been involved from the beginning of the program in 1999. “It’s a natural fit.”

Building on Generations United's decades of leadership in nurturing and developing a growing body of knowledge about intergenerational shared site programs, Generations United and The Eisner Foundation issued a report in 2018 titled "All In Together: Creating Spaces Where Young and Old Thrive."¹ This report includes the results of a survey conducted by The Ohio State University that established a new national baseline of 110 intergenerational shared site programs across the United States. The survey also revealed a wide range of shared site models with a variety of program components.

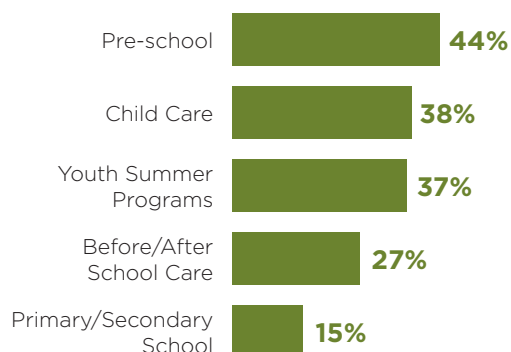
As with the Grace Living Center/Jenks Elementary program, the majority of reported shared sites involved children under the age of 5 in child care or pre-school programs. Shared sites with other children's services also exist, including youth summer programs (37%), before/after school programs (27%) and primary/secondary school (15%). Youth programs were co-located with programs serving older adults, many of which provide more than one service, including adult day services (42%; the most common pairing), assisted living (41%), nursing homes (skilled nursing facilities) (39%), independent older adult housing (36%), short term rehabilitation (36%), senior centers (21%), congregate meal sites (18%) and recreation centers (17%). Many shared sites also serve families, veterans and adults with disabilities.

Shared site programs report a host of mutually beneficial results for participants of all ages, as well as for staff,² but there is a need for more evaluation and actual impact data. Financial and operational benefits were highlighted in the 2008 Generations United report, "Intergenerational Shared Sites: Saving Dollars While Making Sense,"³ in which shared sites reported cost savings around personnel and rent expenses.

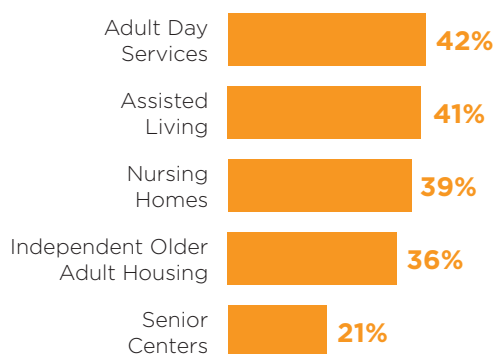
Donna Butts, executive director of Generations United says that shared sites experience many positives. "I've been fortunate to visit many intergenerational shared sites across the United States and overseas as well. While the models may

INTERGENERATIONAL SHARED SITE PROGRAM COMPONENTS

Most Common Children/Youth Programs



Most Common Older Adult Programs



Source: Generations United/The Ohio State University 2018 Survey of Shared Site Intergenerational Programs sponsored by The Eisner Foundation and included in "All In Together: Creating Spaces Where Young and Old Thrive."

vary, the results, when the programs are done well, don't. Each site reports children who are more patient and accepting of others and older adults who up their game when the kids are present. Together, they thrive, and are healthier, happier and more engaged."

"All In Together" also includes the results from a public opinion poll that found Americans had very positive views on intergenerational activities and relationships. Among Americans:

- **92%** believe intergenerational activities can help reduce loneliness across all ages,
- **94%** agree that older people have skills and talents that can help address a child's/youth's needs, and

- **89%** believe children and youth have talents and skills that can help address the needs of our nation's elders.

Despite these positive public views of the generations as resources, the report also found a dearth of public knowledge about shared sites, with only about a quarter of Americans reporting they are aware of places in their community that care for children/youth and older adults together. And while those who envision, create, operate and oversee shared sites are quick to sing the praises of their programs, there remain relatively few of them across the nation.

“All In Together” uncovers four key unanswered questions about shared sites:

1. Why aren't intergenerational shared site programs in every community?
2. How can we and the shared site programs demonstrate their impact?
3. How can we connect with others doing this work to share ideas and strategies?
4. What financing and funding opportunities exist to begin intergenerational shared site programs?

As stated in the report, “There's a convergence of opportunity at hand, brought about by a variety of factors. The demand for quality children and youth services compounded with the increasing need for creative older adult programs creates an environment ripe for innovative age-integrated care.” The time is right, new research illustrates the damages of social isolation and loneliness, livable communities for all ages are gaining prevalence, the needs are high, resources are tight, and innovation is welcomed. Why, then, aren't there intergenerational shared site programs in every community? This report aims to help unravel that mystery.

We can surmise that the lack of public knowledge of shared sites, as reported in “All In Together,” plays a significant role. People are largely unaware of existing shared sites and therefore are less apt to replicate successful models, conceptualize an

“The kids have so much exposure to older adults and adults with all levels of ability and functionality that by the time they are 5 years old it is a natural part of their daily existence. As they transition into public schools, kindergarten teachers say Kingsley House kids are the most welcoming, accepting of everyone, first to put their arm around someone who is ‘different,’ not the least bit phased by disabilities—the first to embrace and take them in. They never shy away from older people and are not afraid of them but are drawn to them.”

—Keith Liederman, CEO of Kingsley House

intergenerational approach or demand these types of programs for their families or themselves.

We also know that, as with any social service or community-based program, shared sites do not come without challenges. In fact, “All In Together” identifies common challenges shared sites face, including the top challenges of demonstrating the impact of and funding their programs, as well as finding other similar programs with whom to share intergenerational strategies and ideas, dealing with safety concerns, managing space and building concerns, difficulty staffing programs and locating

resources for training staff, and intergenerational programming ideas.

To gain insight into the reasons that shared sites aren't showing up all over, we wanted to dig deeper into the challenges shared sites have faced. To do so, we engaged in qualitative research utilizing semi-structured in-person, phone and email interviews conducted between February 2019 and April 2019. We interviewed staff and/or board members of ten existing intergenerational shared sites, two existing intergenerational shared sites in the process of planning and building larger expanded campuses, one intergenerational shared site that closed previous to onset of this project, two real estate development organizations (one with multiple shared sites and one planning its first shared site), and four national policy and program experts. This report summarizes the results of our interviews.

Our in-depth interviews revealed the following four phases in the development and operation of

shared sites, along with key factors, challenges and strategies within each:

1. Creating the Vision
2. Making it Work
3. Building Intergenerational Relationships
4. Maintaining Momentum

We hope that anticipating and understanding these pivotal phases, and strategies to address them will encourage and assist interested organizations and communities envision and forge ahead with intergenerational shared sites.

“Jump in! The possibilities are unlimited! It is truly a win-win situation for both populations.”

—Suzanne Lair, principal of Jenks West Elementary and supervisor of Grace Living Center Intergenerational Program

FOUR PHASES IN THE DEVELOPMENT OF SHARED SITES:



PIVOTAL PHASES AND FACTORS IN THE DEVELOPMENT OF SHARED SITES:

1. Creating the Vision

“Research why your community would be a good place for an intergenerational shared site. Focus on demographics to determine if need exists. Build a strong multidisciplinary team of advocates to support your vision.”

—Bob Blancato, president of Matz, Blancato and Associates



The first step for any shared site is the formation of an idea, a notion to serve more than one generation at a location. But even great ideas can fall by the wayside without involving the right people and allaying community concerns.

Nurture Champions

Most shared sites tell us of a person, or small group of people, who had a vision of bringing the generations together at one site, either starting a new program or adapting an existing site and wouldn't let it go. Without the dedication of those determined “champions,” a shared site may remain a dream. Champions may or may not be the decision makers, but they are persistent; they are devoted to the idea and continue to advocate for it. That passion may come from facility owners or CEOs, program coordinators, teachers, family members, government officials, administrators or planners.

Solidify the Idea

An individual may be committed to shared sites, but in order to enlist others in the notion, the vision must become concrete enough to be understood widely. Sites tell us they research successful models and then visit and talk with other shared sites to see how they operate. “In 2005 we constructed a new child and adult care facility in Kapolei, Hawaii for 250 children and 50 older adults,” said Chuck Larson, founder of Seagull Schools. “Prior to its construction, I visited 21 shared site facilities on the west coast of the United States to get ideas on the project's design.” Generations United maintains an on-line directory of intergenerational programs across the United States and profiles many different types of programs in their resources and publications. To learn more about different intergenerational shared site models, visit www.gu.org.

THE COMMON DENOMINATORS: PASSION AND INNOVATION

- In the Little Tokyo area of downtown Los Angeles, a volunteer with **Little Tokyo Service Center (LTSC)** proposed an intergenerational gardening program at their affordable housing community. That program brings together LTSC's senior services and their after-school youth program. Based on the success of the first program, LTSC will expand this model at their new multi-purpose facility slated to open in early 2020.
- Don Greiner of Bridges Health says having champions among all partners and at every level has been key to the twenty years of success of the **Grace Living Center and Jenks West Elementary** shared site. "In the beginning, if the school district hadn't had a culture of innovation and risk-taking, the idea would have died right there." said Greiner. The director of Community Education with Jenks Public Schools had recently attended an intergenerational workshop, so the idea sparked his interest; he became a champion and also convinced the superintendent.
- For the **Champion Intergenerational Enrichment and Education Center** in Columbus, Ohio, the vision emerged from an all-staff survey asking The Ohio State University employees about their life concerns as related to continuing to function in their jobs. Caring for aging parents and children at home was a top issue. Linda Mauger, then director of The Ohio State University College of Medicine Office of Geriatrics proposed the idea of a shared site with adult day services and child care to serve both populations, but it took almost eight years from the time of that survey to make her vision a reality.



Build Partnerships

The right partners can make or break a shared site, as well as the organizational structure and nature of the agreements between the partners. Many intergenerational shared site programs involve multiple partners, each playing a key role in the concept development and implementation of the site.

For example, the Champion Intergenerational Center in Ohio is a partnership between The Ohio State University (led by the Colleges of Nursing, Medicine and Social Work), National Church Residences (which operates the adult day services center), Columbus Early Learning Centers (which operates the pre-school program and child care program) and Columbus Metropolitan Housing Authority

(which owns the building). Each organization brings a wealth of knowledge, government and community contacts, fundraising resources and a unique reputation to the table.

“I think that the success of any program is usually determined by the vision and continued dedication of at least one individual.”

—Chuck Larson, founder of Seagull Schools



PIVOTAL PHASES AND FACTORS IN THE DEVELOPMENT OF SHARED SITES:

2. Making it Work

“While starting these programs can come with initial hurdles, organizations often find that their operations become more efficient and effective with intergenerational programs.”

—Trent Stamp, CEO of The Eisner Foundation



If the vision for a shared site endures while enlisting others, building partnerships and allaying basic health and safety concerns, there is still much work to be done to usher the dream into reality.

Find Resources

Funding for intergenerational shared site programs is often very complex. Generally, sites have multiple funding streams targeting one age group or one need. Funding streams may be siloed and restrictive; rarely are they intertwined (although in some cases, funding is directed for housing or community centers that serve all ages). Shared sites must become adept at coordinating grant writing, capital campaigns and myriad funding and reporting systems with which they may not be familiar.

“It’s critical we begin to see greater creativity and flexibility from city, county and regional funding contracts. Funders have the incredible opportunity to encourage and support more intergenerational approaches.”

—Emily Merritt, director of intergenerational initiatives at Alliance for Strong Families and Communities

THE ART OF PIECING TOGETHER AN INTRICATE PATCHWORK OF FUNDING

- **Typical funding sources for older adult program components** such as a nursing facility, older adult housing or adult day services may receive funding from Medicaid and Medicaid waivers; Medicare; a wide range of city, county and state funding for aging services; mental health funding; Veterans Affairs funding; loans or grants; private pay from residents; long term care insurance and managed care insurance; U.S. Department of Health and Human Services (HUD) loans, commercial bank loans and private investor funds; and tax credits.
- **Funding for children and youth-oriented programs** such as a child care or early childhood education program may include funds from Head Start; state or federal funds for early childhood education; school district or community education funds; or private pay.
- **General funding** that does not specify a targeted generation could potentially come from city or county sources; nutrition programs; United Way; Neighborworks; national or local foundations and corporate grants; fundraising efforts; private donors; and other local organizations. If building a site, tax credits, commercial loans or loans from the state may be involved.
- **Issue-specific funding** can address a wide variety of components; for example, it took the Los Angeles LGBT Center ten years and a \$57 million capital campaign to build their Anita May Rosenstein campus, and the city of Los Angeles' support to address the severe homelessness crisis became a large block of their funding. In Hawaii, Seagull Schools has benefitted from the Kapuna Caregivers Act,⁴ which supports working caregivers by providing up to \$70 per day to pay for care for their family members, like the adult day services Seagull offers.
- **Innovation funding** allows for more flexibility and creative approaches, such as the Citi Foundation's 'Citi Progress Makers' grant, which allowed the Los Angeles LGBT Center to try different program models. When the City of Columbus was awarded a Choice Neighborhoods Implementation Grant from HUD, the purpose of which was to transform troubled neighborhoods into neighborhoods of choice, the Champion Intergenerational Center was a beneficiary of that targeted grant funding. The Center also served as a catalyst for discussing the redevelopment possibilities in the neighborhood, and residents were excited about a place in their neighborhood where young children could learn from and spend time with older adults.
- **Funding limitations** may not encourage intergenerational solutions. "Because of the way that housing is funded in Los Angeles," said Kristin Flickinger of the Los Angeles LGBT Center, "We chose to have two separate housing components that are connected through our campus instead of intergenerational, shared housing."



Shared sites tell us one of their greatest challenges is convincing potential funders that their programs are effective and cost efficient. They struggle to find data that demonstrates the impacts on participants, improvement to service delivery and marketing/occupancy advantages. Joe Mahoney, senior manager of real estate development with The Opus Group in Minnetonka, Minnesota, a company that develops, designs and builds commercial real estate, including senior living communities, is planning their first shared site, and says the notion of the intergenerational shared site is very interesting to all involved in the project, including potential capital partners. “The idea of an intergenerational shared site is a very compelling concept from a community perspective,” said Mahoney. “And having the facts from this report will further strengthen that support.”

Design the Space

The physical set up of the shared site is critical to encouraging intergenerational interactions as well as to successful licensing and accreditation. Most shared sites convert existing buildings to create a shared site, which requires thoughtful, creative use of space. Custom-built new space is rarer.

Navigate Licensing, Regulations and Codes

Licensing and adhering to other regulations such as fire codes can be one of the more time-consuming tasks in any facility. Add the intergenerational shared site element and there are generally some extra steps to ensure the safety of participants of all ages.

Complying with codes and regulations has the potential to inhibit intergenerational interactions and can cause confusion among staff. For example, in the event of a fire drill at Ebenezer Ridges in Minnesota, the older adults in certain areas are directed to stay in the building, but the children must leave the building immediately, so comprehensive staff training is key. At Grace Living Center in Oklahoma, the fire department views the onsite public school classrooms as a separate business from the nursing facility, therefore requiring firewalls between the classrooms and the rest of the Center. Sectioning off the classrooms would defeat



the purpose of the shared site, so they came up with a creative solution using receding firewalls that automatically emerge in the event of a fire alarm.

None of the interviewed sites related problems around the intergenerational approach among licensors of the older adult components, but several have had to adjust plans due to regulations for licensing child care. At Benevilla in Arizona, the state licensing agency for child care said the children could only interact with the older adults in a separate space, which other sites offering child care tell us is a common challenge. They built a separate room with a different address that is licensed for the adult day services, and the children go there for intergenerational “field trips.” Over time, as licensors became more familiar with their program, they’ve worked together to make it possible for the children to also visit in the adult day services center in small groups. “Our relationship with our surveyors was key,” said Joanne Thomson, president and CEO of Benevilla. “It’s been critical to make sure they see the benefits and really know and understand the intergenerational aspects of the program.”

EVOLVING DESIGN

- Keith Liederman, CEO of **Kingsley House**, says when adult day care services was added to the existing campus serving children and families in 1974 the organization didn't have funds to build so they converted an existing auditorium and office space. "After Hurricane Katrina in 2005, there was such a major need for child care," said Liederman. "So, we converted offices on our historic campus into infant and toddler child care classrooms." Then, a \$12.5 million capital campaign provided funds for a new building to house child care and adult day services under one roof. The new "purpose built" campus was specifically designed so there are multiple spontaneous and planned opportunities for the generations to interact. "When kids go on daily walks, they always stop at the adult day care and interact informally or sing a song," said Liederman.
- Twenty years ago, **Ebenezer Ridges** in Burnsville, Minnesota offered a skilled nursing facility and an adult day services program. When they added HUD-funded senior housing, they decided to build an assisted living facility on campus, and added a child care center to attract and retain staff for the large campus. They moved the adult day services center to be adjacent to the new child care center and created a shared outdoor area. Now, intergenerational encounters are an integral element of everything the organization does.
- The **Los Angeles LGBT Center** designed their new Anita May Rosenstein campus to promote the natural formation of intergenerational relationships. "While we will have planned interaction through programs such as our culinary arts program and other educational and social programs, the Campus itself will be a place where populations of both youth and older adults live and even work," said Kiera Pollock, director of senior services. "Spaces like the on-site coffee shop will provide opportunity for informal interaction."



Address Health and Safety Concerns

Sites tell us practical concerns about bringing the generations together can arise among families, staff and licensing agencies, primarily when a site is new. Apprehensions may be generally unfounded, but they still have to be dealt with. Concerns may include:

- Tripping hazards with small children around older adults
- Children spreading illness to vulnerable older adults or vice versa
- Discomfort or unfamiliarity with dementia

By sticking with their vision and utilizing basic protocols for health and safety, making all intergenerational interactions optional, educating families and maintaining open communication, all sites report successfully getting past any concerns that come up.

At Benevilla, a shared site offering child care and personal enrichment/adult day services, some parents initially expressed concern about their children interacting with those who have dementia. They've systematically addressed the issue by educating parents and staff, sharing success stories and working with the city of Surprise to become a "dementia friendly community."⁵ Now the adult day services program is full and the child care runs around 95% occupancy.

When in the planning stages, the Los Angeles LGBT Center's Anita May Rosenstein campus, which provides housing and programmatic services for LGBT older adults with low incomes and aged 50 and older, and LGBT youth experiencing homelessness and aged primarily aged 18-24, initially encountered resistance from the surrounding community. "Due to the Center operating a drop-in center and shelter for youth experiencing homelessness, neighborhood residents had concerns that a larger facility would bring more homelessness to the area," said Simon Costello, director of children, youth and family services. The Center's security and program staff alleviated any concerns by hosting community meetings to listen to and educate the community about the program.

"An employee of the child care center really benefits because her mom has dementia and she's in the life enrichment program, so she gets to see her every day. Another of our life enrichment participants, great grandma Doris, had difficulty with language. And yet, she held her great-grand baby who was attending the child care center, and she could sing the entire national anthem to her!"

—Joanne Thomson, president and CEO of Benevilla

Engage Staff and Management

A shared site can be physically created, but the intergenerational approach will not succeed without staff that have a commitment to the vision and know how to put it into action. The process of hiring and training is a vital element in the development of a shared site. Some candidates may opt out when they learn of the intergenerational approach; others may agree because they want or need the job, but in reality, they don't believe in it or understand it. In some cases, those hires don't work out, while others come to love the work. Sites tell us that the programs blossom when staffing challenges are corrected.

JoAnne Thomson of Benevilla says it is a mistake to assume that others will be as excited about the shared site approach as you are. After problems with a child care director whose attitude was apparently discouraging parents from allowing their children to participate in intergenerational activities, she is now much more careful about hiring. "I

establish from the beginning that it's an expected, not optional, part of the job," said Thomson. "If they aren't excited about the intergenerational aspects, then they are not candidates."

On the other hand, shared sites can provide extra incentive for staff recruitment and retention. For some, the intergenerational approach is what attracts them. "I had worked in adult day services before, but I came to work here because of the intergenerational approach," said Ginny Cullen, director of adult services at Mount Olivet Day Services, a shared site offering child care and adult day services in Minneapolis, Minnesota.

Some sites offer discounted, onsite elder care and/or child care to employees. Ebenezer Ridges in

"Anyone working in an intergenerational program needs to have a passion for connecting older adults and children."

—Katy Wilson, kindergarten teacher at Jenks West Elementary at Grace Living Center

Minnesota says 60% of their child care program are employee's children, and their child care staff turnover rate is less than 5%, compared to typical turnover rates of around 30%.⁶

A FAMILY AFFAIR

Erin Hilligan, senior vice president of operations at Ebenezer Ridges, says she is a big champion of their intergenerational shared site program and a "true believer." Her passion is reflected in her own family, as her children attended the child care program while her grandfather also lived at Ebenezer Ridges. Erin's daughter in particular, loved being able to easily visit with her great-grandpa. "They had many wonderful times together," said Hilligan. "They were truly soulmates. At one point my grandpa wasn't doing very well and they thought he might be dying. My daughter wanted to go see him, and she sat next to him, singing and reading a book. After a while he relaxed and my daughter said, 'he's ok,' and got up and went back to the child care. I couldn't believe the effect she had on him!"



PIVOTAL PHASES AND FACTORS IN THE DEVELOPMENT OF SHARED SITES:

3. Building Intergenerational Relationships

“As an agency administrator, there is very little that is more rewarding than being able to bring children and older adults together and see that special spark ignite in both!”

—Keith Liederman, CEO of Kingsley House



While shared sites may embrace the general idea of intergenerational programming, fostering intergenerational relationships is another story. Co-location does not guarantee intergenerational interaction. Intergenerational programs may produce “magical” results, but a shared site cannot expect the intergenerational interactions to happen with the wave of a wand.

Sites tell us intergenerational interactions need to be expected elements, infused at all levels of service—not taken for granted or viewed as add-ons or extra work. Otherwise, the connections won’t happen. The intergenerational aspect of a shared site is only successful if it is integrated and institutionalized into the vision, mission and philosophy of the organization. This intentional approach will help ensure it survives even as leadership, staffing, funding and other resources change.

Train and Support Staff

It’s not unusual for staff to have primary experience with one generation or another, but not with both. Infusing intergenerational approaches can be intimidating without staff training to learn how to develop goal-oriented intergenerational programs and facilitate meaningful intergenerational exchanges. Sites recommend cross-training staff to work with children and older adults and securing funds to support an intergenerational coordinator in the budget for a sustainable intergenerational program.

Relying on informal interactions is not enough. There needs to be planned, coordinated intergenerational programming to establish relationships and open the door for the spontaneous connections. “Unless there is a catalyst, training and ongoing support, little joint programming

INTENTIONALLY INTERGENERATIONAL

On a chilly March day at the Mount Olivet Day Services Center in Minnesota, a shared site offering child care and adult day services, there are many feet of snow piled on the ground outside, but inside the exchanges between the older adult participants and the children keep the place toasty warm. A toddler brings a toy over to a seated older adult, who gladly takes the toy and hands it back to the child, who hands it back again. This goes on several times, which has the older adult laughing out loud and the child delighted, dissolving into giggles as she hugs his knees.

These interactions don't happen by accident, they are intentionally encouraged and grounded in the Mount Olivet mission statement, which states that the Center "provides quality care while promoting respect and understanding through intentional intergenerational interaction." "Without that word 'intentional', it's just something that may happen," said Ginny Cullen, director of adult day services. "We want to ensure we keep intergenerational approaches in mind at all times."



occurs," says Nancy Henkin, a national consultant in intergenerational practice, policy and research and a senior fellow at Generations United.

When it comes to intergenerational programming, many sites tell us one of their greatest challenges is coming up with new ideas. Participants can lose interest in repetitive activities. Staff typically have little time to plan and do not have contact with other intergenerational programs and practitioners in order to exchange ideas. There is a wealth of resources available for free at the Generations United website (www.gu.org).

"We know intergenerational interaction is positive, but proof achieved through research is needed to support what we witness daily."

—Ginny Cullen, director of adult services
at Mount Olivet Day Services

PROGRAM COORDINATION: STEPPING UP THE GAME

Shared sites generally involve program components that have separate staff, so communication and teamwork can be tricky as everyone is busy and focused on their separate programs and goals. Every site is unique, and they work out various ways to coordinate and maintain programming.

- The **Los Angeles LGBT Center** planned and developed its Anita May Rosenstein Campus with an eye to solidifying their intergenerational programming, based on the evolving needs of their clients. “This has meant breaking down silos between departments, finding best practices that can be applied across programs, and even creating entirely new programming,” said Kristin Flickinger, director of programs.
- About a year after **Grace Living Center** in Oklahoma began its shared site journey, Don Greiner, president of Bridges Health, realized there wasn’t as much intergenerational interaction going on as he thought there was. “It needed to be more intentional; we needed to step up the game, but the staff were already so busy.” Greiner created a “school liaison” position, whose role is to work closely with the teachers to facilitate intergenerational interactions.
- When **The Opus Group**, a commercial real estate, design and construction firm in Minnetonka, Minnesota, embarked upon creating their first shared site offering independent and assisted living and memory care for older adults co-located with a child care center, they thought about leasing space to a separate child care operator, but they were concerned that the intergenerational interaction wouldn’t organically happen. They chose to have one management company, Ebenezer Management Services, which is affiliated with Ebenezer Ridges and has a breadth of experience operating both components of the shared site to better facilitate intergenerational interactions.
- For **Easterseals of Southern Florida**, a shared site in Miami that provides adult day services and educational services for children ages six months to 11 years old, and youth from 14 to 22 years old with special needs, intergenerational programming has been in place since 2004. As staff has changed, the program has gone through several transitions to ensure the best program coordination and consistency of programming.



Measure the Impact

Intergenerational shared sites are doing incredible and innovative work, and a few have measured the impacts of their programs. Sites consistently report that access to data about the impact of intergenerational programs and shared sites would be extremely helpful in terms of program design, implementation of intergenerational programming, and fundraising. But they need help accessing others' evaluation efforts and measuring their own. Keith Liederman of Kingsley House says, despite more than forty years offering an intergenerational shared site program, they have not fully measured the impacts. "We want to be more intentional and outcome-based," said Liederman, "so we can assess the impact of our intergenerational work and the difference it's making in participants' lives." Liederman says they will integrate measuring the intergenerational outcomes into their continuous quality improvement efforts.

In an effort to collect more data on intergenerational shared sites and facilitate program evaluation, Generations United, with support from The Eisner Foundation, is working with Dr. Shannon Jarrott of The Ohio State University to develop an evaluation toolkit. This toolkit will be available on the Generations United website and will include: an evaluation instrument that can be used by a variety of intergenerational programs, a tool to assist programs in targeting the outcomes they are

"Remember that the intergenerational program is an added value to the services provided to the children as well as the adults and could be part of the marketing strategy."

—Angela Aracena, vice president of adult day services at Easterseals of South Florida

interested in measuring and a selection of existing instruments that can be used to collect data.

Market to the Audience

Without younger and older participants, a shared site can't exist. Marketing and recruitment efforts are key to success. A shared site most likely is a new idea in the community, so it's important to help people understand the bigger vision, the nature of participant interactions and the day-to-day functions of the sites. Zeroing in on the unique intergenerational approach can be a plus.

If an organization has experience delivering care, support, education or activities for one population, it can be a marketing challenge to begin offering services to a new population in order to create the shared site. For example, Benevilla had a long-established reputation for serving older adults in their community, with multiple life enrichment/adult day health centers and other services. But when the organization opened a co-located child care they had no experience or track record. In the beginning, recruitment was a real challenge until they realized that they had to use different marketing methods for parents (online avenues and social media) than they had used for family caregivers and older adults (primarily newspaper). Once they began effective marketing it turned around and now the child care runs at about 95% occupancy rate.



PIVOTAL PHASES AND FACTORS IN THE DEVELOPMENT OF SHARED SITES:

4. Maintaining Momentum

“Out of the challenges come growth and it actually strengthens things.

Don’t give up just because there are rough waters.”

—Suzanne Lair, principal at Jenks West Elementary and supervisor of Grace Living Center Intergenerational Program

**Avoid Complacency**

Some programs get started, but have a difficult time keeping up the momentum over time. Even programs that have been in existence for twenty years or more sometimes hit stumbling blocks and falter.

At Beatitudes, a senior living community in Phoenix, Arizona, there was once an early childhood education center located on campus called AgeLink. Bobbie Rausch, a former board member of AgeLink, said the residents of Beatitudes volunteered at the center for years, and the children sometimes visited older adults at Beatitudes, but over time the frequency of intergenerational interactions dwindled. The administration of the early childhood center was separate from

Beatitudes and the value of intergenerational programs was not institutionalized. When AgeLink ran into management problems, the center closed. A stronger strategy to ensure intergenerational interactions and more coordination could have saved the program.

By contrast, “Kingsley House has been bringing generations together for so long it just comes automatically for us at this point—both informal and planned,” said Keith Liederman. It has been an expected part of every day in multiple ways from the inception of the onsite adult day services center in 1974. “Never was there a time when continued intergenerational work has been threatened,” said Liederman.

Let the Vision Evolve

If a site becomes rigidly set in its own definition, there may be missed opportunities to allow growth and improvement. Chip Gabriel, principal and president of development for Generations, LLC, a real estate development company that has built several older adult housing campuses, seeks to constantly improve their intergenerational approach. “In our Paradise Village community in San Diego, we offer independent and assisted living, memory care, a wellness center, preschool and child care, and a central ‘plaza’ building that is very open to the community, so many folks use the credit union, restaurants, health club and theater, who are not older adult residents,” said Gabriel. “This was designed purposely to get multiple generations on our campus.” Generations, LLC is taking their intergenerational approach to another level with their Linfield Village retirement community in Oregon. “The development is designed to be on a campus that includes a 700 plus student private K-12 school, so programming, design, and layout are all to encourage intergenerational connectivity.”

Expect the Unexpected

Attitude may be nine-tenths of the battle when it comes to shared sites. Any site that brings the generations together and coordinates multiple program components, partners, and funding streams is going to run into challenges along the way, but they can be overcome. “Set expectations: expect the milk to spill—don’t let it stop you,” said Don Greiner, president, Bridges Health,



“Bringing older adults together with children is a win-win. Intergenerational shared sites can be powerful vehicles for strengthening communities; expanding and maximizing scarce resources; and most importantly improving the well-being of older adults and children.”

—Sherri Clark, program specialist at
U.S. Department of Health and Human Services
Administration for Community Living

which manages Grace Living Center in Oklahoma. “There will be bumps—just work through them in communication with your partners.”

Plan for the Future

When asked what keeps them going, most sites refer back to the champions who got them started, and the passion for intergenerational approaches that has spread throughout the organization. “The people that are involved and the passion behind the whole idea and all of us who believe in the program keep the momentum going,” said Suzanne Lair, principal of Jenks West Elementary and supervisor of the intergenerational program at Grace Living Center.

But staff do move on, management companies change, and the community and participants can change also. The exit of key champions may produce a very vulnerable point for any shared site. Without a plan for who will carry the torch and ensure that intergenerational approaches continue to be valued, a site could be doomed. “We are all working on succession planning in the school district,” said Lair. No one wants a beloved program to die when critical staff leave; nurturing new champions along the way can help prevent that.

Recommendations

TO EXPAND SHARED SITES AROUND THE COUNTRY

Bringing younger and older people together at intergenerational shared sites improves the quality of life for all generations. They should not be the rare gem that can only be experienced if you happen to live in the right community. They should be in every community.

This report explores the barriers and opportunities to the development and expansion of shared sites. The following recommendations present some big ideas that could boost the number of programs around the country.

Spread the Word: Public Awareness and Education

We must embark on a coordinated effort to unify our message and collect and share success stories from shared sites. The programs must share their success stories both within their organizations and with their participants and families, but also with the local media, their national associations, and their local, state, and federal policymakers. National partners must elevate these messages and stories within their own networks and include in their advocacy and communication efforts.

Provide the Support: Funding and Resources

We must educate funders on the benefits of serving multiple generations under one roof. Government agencies, contractors and grantees should offer replication and demonstration grants to encourage intergenerational shared sites. Funding streams should support opportunities for co-location of older adult programs in school settings. There should be an increased availability of tax credits to build multigenerational co-located affordable housing, and HUD should encourage multigenerational supportive housing, providing capital and services dollars to support intergenerational models.

Refine the Rules: Licensing, Codes and Regulations

Regulations often stymie the development of shared sites. Federal governmental agencies should work with states to make regulations more friendly to intergenerational shared sites, such as removing the necessity of defining programs as a “separate business” when they are co-located. State licensing agencies should establish policies that allow for easier regular interaction among the generations at shared sites without the interaction having to be classified as “field trips.” State licensing surveyors must be educated about the value, benefits, and logistics of shared sites and intergenerational programming so they will encourage rather than discourage these facilities.

Measure the Merits: Research and Data

Shared sites have been in operation for decades, but we have not collected robust information measuring their impact. We must coordinate a national effort to collect data on the many impacts of intergenerational shared site programs, such as isolation and loneliness, physical health, mental health, ability to learn and learning outcomes, staff retention, cost efficiency, and long-term effects on participants. Programs should have access to valid and reliable evaluation instruments and tools to enable more widely collected data and large-scale research studies. Shared sites need access to technical assistance and funding to facilitate designing and implementing program evaluation efforts to measure the impacts on participants of all ages as well as staff, organizations, the community, families and caregivers.

Build the Field: Technical Assistance and Training

Because of the scarcity and distance between shared sites, program staff often feel like they are working in isolation. Shared site staff need ongoing opportunities to connect with each other and exchange ideas, either in person or using online

avenues. We need a resource cataloging the best practices and lessons learned from shared sites that is accessible to communities and organizations along with a training curriculum addressing general intergenerational concepts and best practices. Technical assistance resources should be made

available for a variety of audiences including aging service providers, education, early childhood, youth services and other networks, city and community planners, grant makers and licensing agencies for children, youth and older adult programs.

HELPFUL RESOURCES

Generations United offers several resources to help develop and strengthen intergenerational shared sites, all of which are available for free at www.gu.org.

All In Together: Creating Places Where Young and Old Thrive is a report from Generations United and The Eisner Foundation that includes the findings from an original public opinion poll, the results from a baseline survey of shared site programs, compelling site profiles, and policy recommendations for developing co-located programs for children, youth and older adults.

Tried and True: A Guide to Successful Intergenerational Activities at Shared Site Programs developed in collaboration with the Neighbors Growing Together program at Virginia Tech, provides specific plans for intergenerational activities, tips on developing your own intergenerational activities, evaluation templates and guidelines for facilitators.

Evaluation Toolkit (in press) is a collection of useful resources to help shared sites evaluate their programs developed by Dr. Shannon Jarrott of The Ohio State University for Generations United with support from The Eisner Foundation. The toolkit includes: an evaluation instrument that can be used by a variety of intergenerational programs, a tool to assist programs in targeting the outcomes they are interested in measuring and a selection of existing instruments that can be used to collect data. This toolkit will be available on the Generations United and The Eisner Foundation websites.

Under One Roof: A Guide to Starting and Strengthening Intergenerational Shared Sites provides information to help in the development of shared sites including chapters on vision and assessment; funding and partners; facility design and building; staff development, training and retention; marketing; curriculum development and intergenerational activities; and evaluation.

Intergenerational Shared Sites: Making the Case provides facts and figures to help make the case for intergenerational shared sites.

Intergenerational Shared Sites: Troubleshooting shares lessons learned and resources to help overcome some of the common challenges facing intergenerational shared sites.

Conclusion

“As our population ages and diversifies, intergenerational shared sites are a no brainer that we’ve made too complicated to easily replicate in communities around the country. It’s time we revise the rules and make it easier, not harder, on champions who know we are all better off when we make it simpler for generations to connect.”

—Donna M. Butts, executive director of Generations United

Intergenerational shared site programs offer effective collaborative approaches to the provision of services to multiple generations and can be traced back decades in the United States. Shared sites relate the ways intergenerational interactions change lives and improve their service delivery. And yet, there are still relatively few of them, considering the possibilities, and, as the 2018 report by Generations United and The Eisner Foundation indicates, people are largely unaware of sites where more than one generation is served.

As with the development of any program, there are, of course, key factors and challenges. But many sites creatively develop effective strategies to overcome these issues, driven by the shared passion, vision and belief in the benefits of their programs. So, then, why aren’t they in every community?

This deep dive into shared sites has revealed some insights into that question. We discovered four pivotal phases during the establishment of a shared site program when key factors come up and common challenges are faced. This information provides direction in terms of points at which developers want to focus particular attention and where targeted technical assistance, education and advocacy efforts could be beneficial.

It is our hope that understanding and anticipating these phases and factors, as well as learning about successful strategies to help shared sites work through them, will help encourage more



organizations and communities to embrace intergenerational shared site possibilities. We also offer recommendations to facilitate the expansion of shared sites, so that every community can draw on the strengths of younger and older people to help meet the needs of other generations.

The shared sites we’ve interviewed represent but the tip of the iceberg in terms of the breadth of shared site models that exist and the possibilities of shared sites yet to be created. Every community should approach community planning, building rehabilitation and construction, and service delivery in terms of natural ways to join the generations, rather than segregate them. Because when we do, we all benefit.

Acknowledgements

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All photos included in the publication without credit are licensed stock photos.

LIST OF INTERVIEWED SITES

Sites and experts Interviewed for this report include:

CURRENTLY EXISTING SITES:

Benevilla, Surprise, Arizona

Phone interview 3/11/19. Joanne Thomson, president and CEO; Courtney Allen, vice president, programs; Dawna Gallant, director, Lucy Anne's Place, life enrichment adult day services program.
www.benevilla.org and www.wirtzies.org

Champion Intergenerational Enrichment and Education Center, Columbus, Ohio

Phone interview 3/18/19. Cynthia Dougherty, director, College of Medicine Office of Geriatrics and Interprofessional Aging Studies.
championintergenerational.org

Easterseals of South Florida, Miami, Florida

Email interview March 2019. Angela Aracena, vice president, adult day services.
www.easterseals.com/southflorida

Ebenezer Ridges, Burnsville, Minnesota

In person site visit 3/4/19. Jody Schumann, director of Child Care, Erin Hilligan, vice-president of operations; Michelle Jirik, director, Tower Light Child Care; Ann Schrempp, lifelong learning and intergenerational coordinator; Darin Easler, campus chaplain; Jill Acosta, campus administrator; Ashley Jackson, director of Assisted Living; Chantel Brace, Arbors @ Ridges activities director; Amanda Cahill, Care Center activities director; Luke

Jenkins, Ebenezer marketing and sales consultant; Rachel Lavalier, Ebenezer marketing & sales consultant, Barbara Searcy, director of Adult Day Services.

www.ebenezercares.org

Genesis, Washington, DC

Email interview March 2019. Mark Dunham, consultant to Mi Casa, developer of Genesis intergenerational housing.

www.genesisdc.org

Grace Living Center and Jenks West Elementary, Jenks, Oklahoma

In person site visit, 3/6/19. Suzanne Lair, principal, Jenks West Elementary and supervisor of the intergenerational program at Grace Living Center; Tricia Travers, Pre-Kindergarten teacher, Jenks West Elementary at Grace Living Center; Katy Wilson, Kindergarten teacher, Jenks West Elementary at Grace Living Center; Shan Glandon, executive director of teaching and learning, Jenks Public Schools; Roger Wright, executive administrator for school operations and emergency, Jenks Public Schools; Don Greiner, president, Bridges Health (which manages Grace Living Center); Julie Rhodes, life enrichment director, Bridges Health; Joe Elbow, senior director of leadership development, Bridges Health; Ken Owens, administrator, Grace Living Center; Adele Burnett, school liaison, Grace Living Center.

www.jenksp.org

Intergenerational Learning Center, Eagan, Minnesota

In person site visit 3/4/19. Denise Gustafson, executive director.
www.iheartilc.org

Kingsley House, New Orleans, Louisiana

Phone interview 2/27/19. Keith Liederman, CEO.
www.kingsleyhouse.org

Mount Olivet Day Services, Minneapolis, Minnesota

In person site visit 3/5/19. Ginny Cullen, director, adult services and Allison Lewis, director, child care services.
www.mtolivethomes.org/programs/mount-olivet-day-services

Seagull Schools, Kailua and Kapolei, Hawaii

Email interview March 2019. Chuck Larson, founder.
www.seagullschools.org

CURRENT SITES PLANNING EXPANSION OR ADDITIONAL SITES:
Little Tokyo Service Center, Los Angeles, California

Email interview March 2019. Scott Ito, project director, Terasaki Budokan.
www.ltsc.org

Los Angeles LGBT Center, Los Angeles, California

Email interview March 2019. Kiera Pollock, director of senior services; Kristin Flickinger, director of programs; Simon Costello, director of children and youth services.
www.lalgbtcenter.org

REAL ESTATE DEVELOPERS:
Generations, LLC

Email interview March 2019. Chip Gabriel, principal and president of development.
www.generationsllc.com

The Opus Group, Minnetonka, Minnesota

In person interview 3/4/19. Joe Mahoney, senior manager, real estate development; Huldah Gronvall, senior project manager; Matt Rauenhurst, vice president & general manager, real estate development.
www.opus-group.com

PROGRAM CLOSED PRIOR TO INCEPTION OF THIS PROJECT:**AgeLink at Beatitudes, Phoenix, Arizona**

Phone interview 3/9/19. Bobbie Rausch, former board member.

NATIONAL EXPERTS:

Bob Blancato, president, Matz, Blancato & Associates, Washington, DC. Email interview, March 2019.
www.matzblancato.com

Sherri Clark, program specialist, Administration on Aging, U.S. Administration for Community Living, Washington, DC. Email interview April 2019.
www.acl.gov/about-acl/administration-aging

Nancy Henkin, national consultant on intergenerational practice, policy and research; senior fellow, Generations United. Email interview March 2019.
www.gu.org/people/nancy-henkin

Emily Merritt, director, intergenerational initiatives, Alliance for Strong Families and Communities, Milwaukee, Wisconsin.
www.alliance1.org

Program Profiles

Benevilla, Surprise, Arizona

www.benevilla.org

Benevilla is a non-profit organization located in the West Valley area of Phoenix, serving older adults, adults with disabilities, children and the families who care for them. In 2009 they opened their shared site on the campus of their headquarters in Surprise, Arizona, which offers their “Wirtzie’s” child care program and their “Lucy Anne’s” personal enrichment/adult day services for those in early and moderate stages of dementia. A life enrichment specialist plans and coordinates intergenerational activities, working collaboratively with the child care staff; the team meets once a month for joint planning meetings. Intergenerational activities take place at least once a day, and the generations enjoy the shared garden, lunch time and impromptu visits as well. An “intergenerational room” with a separate address where the children go on “field trips” is located in the space between the child care and the adult day services program and is used by the programs separately and together. Employees receive a discount if their family members attend any of Benevilla’s programs. The organization also operates several other programs supporting people of all ages.

Ebenezer, Minneapolis, Minnesota

www.ebenzercares.org

Ebenezer is Minnesota’s largest older adult living operator, with more than 100 years of experience. As part of Fairview Health Services, Ebenezer operates/manages independent living, assisted living, memory care, transitional care, skilled nursing care, adult day services and child care in multiple locations across the state. Two decades ago, they wanted to create a community for all ages and expanded their Ebenezer Ridges location, which offers an intergenerational shared site with child care, adult day services and multiple levels of older adult living/care. A lifelong learning/intergenerational coordinator helps facilitate optional intergenerational activities, including sharing meals, visits from the children to various parts of the campus at all levels of care, and intergenerational music, science, technology, physical activity, spiritual, and learning programs. The Ebenezer Foundation helps with funding for some special activities. Ebenezer emphasizes cross-training of staff and have a staff person who is shared between the adult day services and child care programs. Ebenezer manages another intergenerational shared site program at the Tower Light location in St. Louis Park, MN, where assisted living, independent living, memory care, adult day services and child care are offered and have additional shared sites in development.

Grace Living Center & Jenks West Elementary, Jenks, Oklahoma

www.jenksps.org

A Jenks West Elementary pre-kindergarten and kindergarten multi-age classroom has been located within the Grace Living Center for-profit skilled nursing facility since 1999, and currently serves a total of 44 students. Grace Living Center is managed by Bridges Health (which also manages other skilled nursing facilities where intergenerational programs have been infused). Grace Living Center built the classrooms and a playground, designed in collaboration with the school system, in the space between two

existing nursing facilities as a means to connect and encourage both informal and planned intergenerational activities. Jenks Public Schools rents the classrooms for \$1 per year. Grace Living Center supports a “school liaison” staff person who works closely with the teachers to plan and implement daily intergenerational activities. The principal of Jenks West Elementary supervises the intergenerational program, in close collaboration with the Jenks Public Schools executive director of teaching and learning. The program has spurred additional intergenerational programming, including the “Moments from Grace” oral history/life review project with Jenks high school students.

Kingsley House, New Orleans, Louisiana

www.kingsleyhouse.org

Founded in 1896, Kingsley House serves vulnerable and at-risk people of all ages in the New Orleans area, including children ages 0-5, school aged youth, families, older adults, medically fragile adults and Veterans, in multiple locations throughout the metro area. Their Patrick F. Taylor campus, built in 2016, offers co-located adult day care services and infant/toddler early learning program, where both planned and informal intergenerational interactions take place. Head Start students and summer camp youth from their site just across the street also come for programming with the adult day care participants, including shared meals, music, performing arts, reading and of course a Mardi Gras parade. Older adults often help out in the classrooms, reading and holding babies. Walking paths and other outdoor spaces provide another opportunity for spontaneous intergenerational interactions.

Little Tokyo Service Center (LTSC), Los Angeles, California

www.terasakibudokan.org and www.ltsc.org

The LTSC provides a wide range of social services and community development programs in the Little Tokyo area of downtown Los Angeles, intended to improve the lives of underserved individuals and families and promote the equitable development of ethnic communities and their rich cultural heritage. An intergenerational gardening program is offered via their Casa Heiwa affordable housing community and co-located after-school program, which will be expanded at the Terasaki Budokan multipurpose sports facility and community center.

Los Angeles LGBT Center, Los Angeles, California

www.lalgbtcenter.org

The Los Angeles LGBT Center provides health, social services, housing, culture and education, leadership and advocacy and support for LGBT individuals and families in the Los Angeles area. Their Anita May Rosenstein campus offers emergency and transitional housing for youth, affordable housing for older adults, wraparound services for homeless youth, education and employment services (including an on-site culinary program and coffee shop where older adults and youth will receive culinary production and retail job training), and health, social services, case management, wellness, and educational and recreational services for older adults. The campus is designed to enable planned intergenerational activities and encourage informal interactions.

About Generations United

The mission of Generations United is to improve the lives of children, youth and older adults through intergenerational collaboration, public policies and programs for the enduring benefit of all. For over three decades, Generations United has catalyzed cooperation and collaboration among generations, evoking the vibrancy, energy and sheer productivity that result when people of all ages come together. We believe that we can only be successful in the face of our complex future if age diversity is regarded as a national asset and fully leveraged.



To learn more about Generations United, please visit www.gu.org.

About The Eisner Foundation

The Eisner Foundation identifies, advocates for and invests in high-quality and innovative programs that unite multiple generations for the betterment of our communities. The Eisner Foundation was started in 1996 by Michael D. Eisner, then Chairman and CEO of The Walt Disney Company and his wife, Jane, to focus their family's philanthropic activities. The Eisner Foundation gives an estimated \$7 million per year to nonprofit organizations based in Los Angeles County. In 2015, The Eisner Foundation became the only U.S. funder investing exclusively in intergenerational solutions.



To learn more about The Eisner Foundation, please visit www.eisnerfoundation.org.

About This Report — Methodology

Qualitative research for this report utilized semi-structured in-person, phone and asynchronous online (email) interviews conducted between February 2019 and April 2019. Staff and/or board members of nine existing intergenerational shared sites, two existing intergenerational shared sites in the process of planning and building larger expanded campuses, one intergenerational shared site that closed previous to onset of this project, two real estate development organizations (one with multiple shared sites and one planning its first shared site), and three national policy and program experts were interviewed. This report was also informed by existing research from a survey conducted by Generations United/Eisner Foundation, conducted online within the United States by The Harris Poll between February 27 - March 1, 2018 among 2,041 adults ages 18+ (for complete survey methodology, including weighting variables, please contact Sheri Steinig at Generations United at ssteinig@gu.org), and a 2018 Generations United and The Ohio State University national survey of shared sites. For details on all other sources, please see endnotes or contact Emily Patrick epatrick@gu.org.

Endnotes

- 1 The Generations United and Eisner Foundation report, **"All In Together: Creating Places Where Young and Old Thrive" (2018)**.
- 2 Femia, E. E., Zarit, S. H., Blair, C., Jarrott, S. E., & Bruno, K. (2007). Impact of intergenerational programming on child outcomes. *Early Childhood Research Quarterly* 23, 272-287; Rosebrook, V. (2006). Research Indicates: Intergenerational Interactions Enhance Young Children's Personal/Social Skills. *Generations United Together* 11(2): 5; Camp, C. J., & Lee, M. M. (2011). Montessori-based activities as a transgenerational interface for persons with dementia and preschool children. *Journal of Intergenerational Relationships*, 9, 366-373; Foster, K. (1997). Creating a child care center in a nursing home and implementing an intergenerational program. ERIC Document Reproduction Service: ED 411 053; Rosenberg, M. (1993). The design and implementation of an intergenerational program at a private long-term healthcare facility with on-site childcare. ERIC Document Reproduction Service: ED 364 351; Heyman, J. C., Gutheil, I. A., White-Ryan, L. (2011). Preschool children's attitudes toward older adults: Comparison of intergenerational and traditional day care. *Journal of Intergenerational Relationships*, 9, 435-444; Galbraith, B., Larkin, H., Moorhouse, A., & Oomen, T. (2015). Intergenerational programs for persons with dementia: A scoping review. *Journal of Gerontological Social Work*, 58, 357-378; Holmes, C. L. (2009). An intergenerational program with benefits. *Early Childhood Education Journal*, 37, 113-119; George, D., Whitehouse, C., & Whitehouse, P. (2011). A model of generativity: How the Intergenerational School is bringing the generations together to foster collective wisdom and community health. 9, 389-404; Jarrott, S. & Bruno, K. (2007). Shared site intergenerational programs: A case study. *Journal of Applied Gerontology*, Vol 26, Issue 3, pp. 239 - 257, Foster, K. (1997) and Rosenberg, M. (1993); Power, M. B., Eheart, B. K., Racine, D., & Karnik, N. S. (2007). Aging well in an intentional intergenerational community. *Journal of Intergenerational Relationships*, 5(2), 7-25; Corporation for National and Community Service. "Senior Corps & Health Benefits." <https://www.nationalservice.gov/sites/default/files/documents/SCLongStudy.pdf>; Fried, Linda P. et al. "Experience Corps: A Dual Trial to Promote the Health of Older Adults and Children's Academic Success." *Contemporary clinical trials* 36.1 (2013): 1-13. PMC. Web. 9 May 2018; Camp & Lee, 2011; Doll, G., & Bolender, B. (2010). Age to age: Resident outcomes from a kindergarten classroom in the nursing home. *Journal of Intergenerational Relationships*, 8, 327-337; Jarrott, S. & Bruno, K. (2003). Intergenerational activities involving person with dementia: An observational assessment. *American Journal of Alzheimer's Disease and Other Dementias*, Vol 18, No. 1, p. 31-37; and Lewis, J. (2008). Intergenerational programs in skilled nursing facilities. *Activities Directors' Quarterly for Alzheimer's & Other Dementia Patients*, 7(4), 9-18. Jarrott, S. & Bruno, K. (2007). Jarrott, Shroeder, and Perkins with Generations United, (2008). **"Intergenerational Shared Sites: Saving Dollars While Making Sense"**.
- 3 **The Kapuna Caregivers Program Fact Sheet**, Hawaii Aging and Disability Resource Center website
- 4 According to the organization, **Dementia Friendly America**, a dementia friendly community is "a village, town, city or country that is informed, safe, and respectful of individuals with the disease, their families and caregivers and provides supportive options that foster quality of life."
- 5 M. Whitebook, D. Phillips, and C. Howes, (2014). *Worthy work, STILL unlivable wages: The early childhood workforce 25 years after the National Child Care Staffing Study*. (Berkeley, CA: Center for the Study of Child Care Employment, University of California, Berkeley, 2014.).

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