



PLANNING FOR THE FUTURE HONORING THE PAST A STRATEGIC RESEARCH REVIEW

**From the Perspective of Christian Science
Individuals and Christian Science Nurses**

Review of other nursing facilities,
exploring the legacy of Cedar Ridge,
perspectives on housing options,
preferences for immediate service
opportunities.

Provided by Clearview Home Corporation

Overview of Research Goals and Methodology

Clearview Home initiated a research project designed to help guide their strategic planning. To find answers to the questions below, we did a multi-faceted research approach. We reviewed existing research on Christian Science nursing, completed an audit of 5 non-Christian Science nursing facilities and 5 Christian Science nursing facilities, conducted 4 focus groups with Christian Science nurses one of which was composed of international CS nurses, 4 focus groups one of which was composed of Millennials and 10 one-on-one interviews with individuals who were potential residents, family members or influencers for residential or assisted living care. The questions we were seeking answers for in order to help set strategic direction were:

- What are the issues surrounding the current Christian Science nursing shortage and how can we help address them?
- Is campus housing an effective recruiting tool?
- Could residential/independent housing honor the legacy of Cedar Ridge?
- Could “co-housing” work to support Christian Science nurses AND residents?
- What additional service offerings could Clearview Home offer that would be attractive to CS nurses and show our value for their commitment and sacrifice to this ministry?

While this sample size is small and information provided should only be taken as directional and not statistically reliable, the comments nonetheless are helpful in framing up impressions; housing preferences; additional service opportunities and ideas on how best to attract or retain people to work in Christian Science nursing facilities; and what messages or approaches will help build awareness for Christian Science nursing among all ages within the Christian Science community.

Information Gathered from other CS Nursing Organizations

Some Best Practices from Non-Christian Science Nursing Facilities

Non-Christian Science nursing facilities reviewed included ones currently providing nursing or senior residential services and one new facility opening in the Clearview Home service area. Their offerings included independent living, assisted living, rehabilitation, memory care and skilled nursing. The following represents some of their best practices that may be relevant to Clearview Home and other CSN organizations:

1. **Using Scale for Expense Sharing:** Some of their individual locations are part of a larger company which allows them to use scale in their expense spread. While due to the distance between Christian Science nursing

facilities, not all purchases could be done in mass, however some things such as some equipment purchases, marketing folders for informational materials, online marketing or software services might be shared with other Christian Science facilities to provide economies of scale.

2. **Coordinated “sales” efforts:** Some of these facilities actively share potential residents or guests across their different facility locations. For example, if an inquiry of services is not a fit with the first place contacted they pass along the information to one of their “sister locations” and then also follow up to be sure needs were met. This could be a possibility across Christian Science facilities using the Christian Science Care Resource Center already in place as a call-in information source for Christian Science nursing.
3. **Advanced marketing techniques:** Many of these organizations are using advanced marketing techniques such as 3D online tours, active social media and an organized outreach program following a template of email, phone and regular mail with a point person doing constant outreach to families who have expressed needs or interest.
 - a. Since many of the individuals talked with weren’t aware of Clearview Home, during this time of limited in-person contact due to COVID-19 restrictions, it could be a good time to reach out to other facilities to develop a shared approach as well as do more innovative online tours.
 - b. Administrators of the other Christian Science facilities interviewed expressed interest in sharing and teaming on marketing materials and sales approaches both online and offline.
4. **Actively grooming youth staff:**
 - a. One of the non-CS facilities reviewed had a very intentional plan for bringing youth into their organization with a long-term goal of building awareness to interest them in longer term jobs.
 - i. These included simple jobs such as dining service, nursing aid help, entertainment activities, marketing, and facility maintenance.
 - ii. As identified in conversations with young Christian Science nurses, they hadn’t thought of a career in CS nursing but when they were at facilities and saw the love and uplifting atmosphere, they were attracted to this and changed their career focus.
 - b. Currently youth have a perspective of Christian Science facilities as a “nice place that older people go to die.” To help break that mind-set, CS marketing needs to specifically target youth with the services offered that are more relevant around their issues of care and spiritual healing uplift.
 - c. Co-housing as a living experience of multi-generation residents has local Wisconsin examples that could be toured and reviewed deeper to provide more insight on best practices.

Christian Science nursing facilities similarities:

Christian Science nursing facilities interviewed included Broadview, Daystar, Glenmont, Tenacre and The Leaves. Many of the challenges they face are similar to those faced by Clearview Home and there is an interest in sharing information to work towards innovative solutions for these challenges.

1. **Lack of awareness in the community served:** The lack of awareness of the role of Christian Science nursing or the type of services provided at a Christian Science nursing facility is not a unique problem to Clearview Home, it is an issue mentioned by all of the facilities.
2. **Serious Christian Science nurse staffing challenges:** Also, not unique is the concern about the serious Christian Science nurse staffing challenge. While some facilities have taken the approach of hiring international staff with the extra work of visa applications and managing cultural differences, all Christian Science facilities acknowledged it as a challenge. The low awareness of Christian Science nursing among youth contributes to the issue of getting more people into CS nursing.
3. **Shrinking pool of Christian Scientists using facilities and more specialized care for those currently looking:** Another shared issue was the awareness of a shrinking pool of Christian Scientists using services in juxtaposition with limitations to serve some current needs that require more advanced or specialized nursing such as memory care or assisted living.
4. **Expensive staff housing:** Many facilities are in locations where the cost of housing is expensive to live near to the facility. Some facilities are providing, or in the planning process or building process of putting, Christian Science nursing housing on or near campus. Aging building(s) are being addressed first for patients and then potentially for staff. Many of the Christian Science nursing facilities are "property rich" and are funding themselves by selling off some of their property.

Unique Perspectives from Christian Science Nurses (see CVH: Valuing CSN report)

Consistent comments:

1. Feel a "calling" to the work but feel a lack of appreciation/respect from administrators and other Christian Science nurses and a challenge to make finances work.
2. Were extremely grateful for the opportunity to share perspectives and hear from other Christian Science nurses. Also, were amazed that their time to participate would be rewarded. (Clearview Home sent a gratuity to participants)
3. US Christian Science nurses from international locations vs. those from the

United States do have some key mindset differences and concerns. That is seen in views on children, pets, housing, and heightened concerns about personal future and finances, if they were to lose their visa status.

4. Want to see more healing happen and welcome the opportunity to get supported metaphysically by practitioners on key job issues and/or by peers in sharing prayerful approaches to work.
5. All Christian Science nurses resonated with the idea of a practice of “nursing the nurses” whether that starts out small with daily loving, uplifting interactions or larger with planned spiritual study retreats.

Initial Starting Point for Individuals Looking for Christian Science Nursing Support

Consistent opportunities:

1. Across all ages and experience stages, unless the participant was a facility Board Member, most Christian Scientists do not have a clear understanding of the importance of this *Manual*-based activity of Christian Science nursing and the facilities that support this.
2. This lack of awareness means:
 - a. not knowing where to turn to for help
 - b. not supporting facilities financially or with volunteering
 - c. no career path entry goal for youth, no thought of career options beyond nursing
 - d. limited support for CS nurses in this career with “everyday hero” recognition that non-Christian Science nurses have received.
3. For those who are at the stage of thinking about being potential residents, they are aware that non-CS alternative facilities will NOT have an attractive mindset but instead be filled with health and medical care discussions.

Comparison in Thoughts about Housing

*The common theme across all participant groups was to design any new space with **flexibility** in mind.*

Apartment building style



Multi-unit housing – 4, 3 or 2 places together



**Individual tiny homes 400 to 800 square feet,
with shared Lodge and sitting area/gardens**



Comparison in Thoughts about Housing (cont.)

Triggers for moving and community considerations.

Christian Science Nurses	Potential Residents
<ul style="list-style-type: none"> • Mixed emotions about campus living – positive is convenient, negative is too easy to keep getting pulled into work. • Younger and international CS nurses were more interested than mid-career family active Christian Science nurses (family needs and privacy concerns). • Mid-career CS nurses in theory preferred higher pay to afford higher housing costs. • Like the idea of multi-generational housing. • Highly value their privacy and their time to “re-charge”. 	<ul style="list-style-type: none"> • Like the concept of residential mixed in with Christian Science nurses –they would be handier, if needed. • Mixed emotion on multi-generational housing, but more pros than cons. <ul style="list-style-type: none"> • Those who were concerned were worried about noise and activity level. • Those that were interested loved the sound of children and the ability to watch them play/interact. • Thought it would stimulate “self-less giving” - Life • Residents interested in “community” as one of the main triggers for moving.
<ul style="list-style-type: none"> • Would like to have a place where they could make a “home”- current situation for contract Christian Science nurses is often an empty nursing room with work reminders or hallway intercepts. • When in the building too easy to get pulled into helping or dining leads to feeling back at “work”. • Multi-family units or cottages with private outdoor space were preferred over apartment living. • Interested in spiritual growth support. 	<ul style="list-style-type: none"> • “Feels like home” is an essential trigger for being happy. • Christian Science community means not talking about health challenges. • “Community” can be 3 people or be 20, it is a feeling more than numbers. • Older people preferred wing off of building or apartment building. Younger seniors or active older liked multi-family units or cottages but concerned about Wisconsin winter to get to dining hall and other facility locations. • Interested in spiritual growth support programs similar to Cedar Ridge.

Comparison in Thoughts on Community

No matter the physical building format, rules will be important.

Can put some of these ideas in to practice now.

Christian Science Nurses	Potential Residents
<ul style="list-style-type: none">• Non-Christian science spouses either of CS nurses or residents would be fine as long as everyone follow the "rules" (e.g. Non-smoking, drinking, etc.)• Children on campus would need to follow rules, but parents don't want to feel judged by residents.• Would welcome "grandparent" resident involvement with multi-generation living, feel it would be good for residents and good for kids.• Want to have outdoor space for kids and themselves without "judging eyes".	<ul style="list-style-type: none">• Non-Christian science spouses either of CS nurses or residents would be fine as long as follow the "rules" (e.g. Non-smoking, drinking, etc.)• Children on campus would need to follow rules, but need to be controlled by parents.• Those who like kids would love to have the opportunity to interact.• Beautiful and separate outdoor play situations where resident seating is available but not the only outdoor seating in case quiet is desired.

Comparison in Thoughts on what is "Family"

*A formalized expectation of "giving to others"
is a marker of a healing environment.*

Christian Science Nurses	Potential Residents
<ul style="list-style-type: none">• Pets are more vital to older female US CS nurses than to international CS nurses.• Children are more vital to international CS nurses than US Christian Science nurses.• Would very much welcome resident "give-back" expectations to insure a healing self-less atmosphere.• CS nurses would like to see the same care given to patients as to other Christian Science nurses. Formalized focus on this to build a healing culture.	<ul style="list-style-type: none">• Residents are either pet-lovers or not pet friendly. However, if pet rules were followed: no damage, barking or common area lack of owner control, and outdoor areas were unaffected by pets (birds killed or bathroom deposits not cleaned up) then all could tolerate pets.• Many commented on the importance of expecting healing which included doing things for others in a formal "work assignments" or informal way "volunteer to garden, do maintenance, help others."• Formal program with monetary rent relief was also thought to be good for those in need.




Comparison in Thoughts on Housing

Activities and Services Comments.

Christian Science Nurses	Potential Residents
<ul style="list-style-type: none">• Anything that will help build a spiritual focus is seen as important.• CS nurses would welcome more focused support and interaction on the spiritual, practice side of the job – no-cost interaction with practitioners, daily defense reminders, any help for staying on <i>Manual</i> focus.• Especially when short staffed, would greatly appreciate off- loading non-nursing care to volunteers or non-nursing skilled staff or interns.	<ul style="list-style-type: none">• Residents are interested in Christian Science support for church attendance, lecture attendance, group study experiences, or other activity ideas.• In addition to CS activities, some normal social experiences outside of the campus would be appreciated – shopping, concerts, events.• A concierge not appropriate for small size but perhaps a volunteer or a multi-job, budget sensitive person who could be of practical help to take “eyeglass finding” type tasks off of Christian Science nurses.

Comparison in Thoughts on Amenities

Amenities always with a healing foundation

Christian Science Nurses	Potential Residents
<ul style="list-style-type: none">• Need to have amenities where the patient and staff at all levels “rise” in thinking and doing for others.   	<ul style="list-style-type: none">• Keeping busy, just passing time activities are not of interest – dubbed the “bead stringing, doily coloring” non-Christian Science facility activities.• Surprising hands down winner on amenities was the “maker-space” concept.<ul style="list-style-type: none">• Anything that brings people closer to how they best express “Soul.”• Men are reluctant to part with tools<ul style="list-style-type: none">– tools brought by residents, could be used to start the space.• Could be open to the community for awareness building, skill involvement and funding.• Library with resident-donated books also of interest.

Comparisons on Outdoor Space

Outdoor lovely, Soul inspired space is universally important.

Christian Science Nurses	Potential Residents
<ul style="list-style-type: none">• Christian Science nurses loved private outdoor space if they lived on campus.• Appreciated outdoor space or indoor space with an outdoor view to go for quiet study and prayer.	<ul style="list-style-type: none">• Formal gardens and walking spaces were seen as vital by almost everyone.• Access to optional raised garden beds was appreciated for ease to garden and the potential to share produce with the community.• Beautiful children's play space was appreciated.• Group outdoor sitting areas for dining and interacting was valued.• Almost all people would like to have a private outdoor space associated with their living space – balcony or patio area.



Key Features for Indoor Space

Some things are universally desired, others are specific to the individual.

Essential Features for Majority	Important Features for Minority
<ul style="list-style-type: none">• Essential aspects of indoor space:<ul style="list-style-type: none">• Lots of light/windows everywhere• Outdoor access• Washer/dryer in the unit• Ensuite, easy-to-access bathrooms• Open floor plan is good• Not having to get into bedroom only through bathroom• Easy to access storage• Renting vs. buying preferred, but financial models would need to be more refined to be able to get better answers	<ul style="list-style-type: none">• Essential aspects of indoor space for a minority in this sample:<ul style="list-style-type: none">• Dining room table• Walk-in closet• Laundry room vs. closet hidden appliances• Kitchen size• Bathtub• Room for a chair in master bedroom• Closed den• Food pantry• Inside accessible parking

Building Awareness and Audience Now

1. While any longer-term physical housing solution is worked on, service work to build familiarity and visibility for Clearview Home and other CSN organizations could be piloted and then learnings shared with each other. There is a range in ease of implementation in these six options, however Clearview Home could potentially partner with other Christian Science groups to manage these. The six service concepts all have a different healing focus but all have the goal of building visibility for Christian Science nursing and Christian Science facilities:
 - a) Themed Group Spiritual Retreat – to deepen healing focus
 - b) Healing the World using the CS Monitor – to expand healing reach
 - c) Healing documented by youth – to cross pollinate awareness of healing between the generations
 - d) Educate for Growth, Principia led mini courses – to prepare thought for healing
 - e) Provide Youth Daycare for Staff and Community – to attract younger Christian Science nurses and provide a community example of healing care
 - f) Provide Adult Daycare – to provide support for practicing Christian Scientists and their families and potentially support for our non-Christian Science community as an example of Christian Science healing care.

To Recap the Six Service Ideas

1) Themed Group Spiritual Retreat – to deepen healing focus

- a) The idea of “Nursing-the-Nurses” is a concept that Christian Science nurses originally came up with. As a retreat based on deep spiritual study wrapped in kindness and tender care – this experience quickly expanded to resonate with all groups that heard this concept.
- b) Whether a study retreat for Christian Science nurses, youth, mothers with young children, or caretakers of family members, this service of taking the individual out of their daily life situation for three days to go deeper in their spiritual study seemed to be a program that could be repeated with different topics and audiences.
- c) Additional retreat topic requests that came from the participants: “Relationships for Young Adults”, “Mothering Care for Young Families”, “Women Caretakers no Burden”, “True Manhood is True Care” (“....understanding practical wisdom in a sick room).
- d) With Christian Science nurses from the facility providing an aspect of the study expertise this was identified as a service offering that could accomplish the goals of raising awareness of Christian Science nursing and facilities as well as spiritually recharging CS nurses and other target groups based on the unique aspect of Christian Science nursing that looks beyond the material picture.

2) Healing the World using the *Christian Science Monitor*

- a) This idea resonated with international Christian Science nurses as well as youth who have grown up in a sense of the world as being their “community.” Since this service offering doesn’t require a physical presence at least initially, it could be done via Zoom as the sharing platform. Partnering with the *Monitor* could provide both an expert as well as an insight into future topics needing prayerful support.

3) Healing Documented by Youth – to cross pollinate awareness of healing between the generations.

- a) This service idea is appreciated by Christian Science nurses, youth and experienced Christian Scientists who understand the value of focusing on historical healing for making current healing a more visible experience. Since this could be done initially as an online experience this service offering would simply require some volunteer youth that could be pulled from any of the youth organizations and some discussion on the template format and the hosting location for posting these podcasts.

4) Educate for Growth, Principia mini courses – to prepare thought for healing

- a) This service offering would need to be in conjunction with Principia who may also be interested in expanding their reach out to the Christian Science community. This could be done initially online and then offered as an in-person event using the facility community room. It would provide a stimulating environment for patients and staff to expand awareness of how uplifted thought has provided new opportunities – seeing through limitations.

5) Provide Youth Daycare for Staff and Community – to attract younger Christian Science nurses and provide a community example of healing care.

- a) As Clearview Home Corporation looks to expand and attract its CS nursing group and create a stable base, this would make it easier for CS nurses with families to

make Clearview their nursing “home.”

- i) State restrictions due to the current COVID-19 situation would need to be reviewed for any restrictions for having a daycare within a Christian Science nursing facility.

6) Provide Adult Daycare – to provide support for practicing Christian Scientists and their families and potentially support for our community.

- a) If there is a critical mass of Christian Scientists who are taking care of family at home, this could provide a support and a needed break. It was also discussed to have this be a service for church friends who maybe are functional but lonely due to changes in their family status.
- i) State restrictions due to the current COVID-19 situation would need to be reviewed for any restrictions for having an adult daycare and visitors within a Christian Science nursing facility.

Comments on these services as a whole included:

- All service offerings have to facilitate healing mission.
- All service offerings should build awareness of Clearview Home to Christian Science nurses, potential residents, influencers and youth.
- All service offerings should be budget neutral (have a revenue outcome) or be initially funded but created with a sustainable revenue plan.
- If possible, service offering should be extendable to other Christian Science facilities as a way to benchmark solutions for more than Clearview Home.
- If possible, service offerings should also support Clearview’s mission to “shine the light of Love and healing through Christian Science nursing” to the Delafield community.

Considerations and Recommendations

1. Understanding what Christian Science nursing care is has a very low awareness and needs to be better promoted to all ages. This is something that could benefit from a focused approach across a group of Christian Science nursing facilities and the Christian Science Care Resource Center to see about leveraging expertise, managing costs and having a wider net to make sure all Christian Scientists can find a CS nursing facility that is a “fit” for the individual.
2. Clearview Home has a neutral to a positive reputation and the legacy of Cedar Ridge’s residential beauty and stimulating Christian Science programs can be incorporated into Clearview without any “fit” hesitation. While the residential part of Cedar Ridge’s legacy will be a longer-term project, its history of providing stimulating Christian Science spiritual growth activities is something that can be done in a more immediate timeline. Several of the concepts discussed would be a start in honoring the legacy of Cedar Ridge.
3. The ideas mentioned can act as a springboard for starting a conversation around “what does it mean to have a demonstrable knowledge of Christian Science practice” and “what does proper care of the sick” mean in terms of expanded or redefined service offerings.
4. What are the overlapping circles of care between all of the *Manual*-based activities of churches, reading rooms, publishing society periodicals/events, class instruction, lectures and Christian Science nursing? How can a discussion about that start with Clearview Home and be carried through to AOCSN, CSNN, and other organizations to bring innovative solutions to the issues of attracting youth and encouraging use of Christian Science nursing more among the Christian Science community at all ages and experience stages?
5. If staff or residential housing would move forward – flexibility of the type of housing structure built will be key so it can be multi-functional or change as needs change.
6. Specific housing design details, amenities, “rules” and pricing will be necessary for getting a pre-build commitment for residential stay and a Christian Science nursing staff recruiting commitment, given privacy concerns by CS nurses. However, if done correctly, on campus housing could be a draw for younger Christian Science nurses if work/life balance concerns are addressed.
 1. “Rule creation” would include work/life boundaries between administration and on campus housed Christian Science nurses; expectations for residents with non-CS family members or pets; resident contributions in terms of community give-back and spiritual growth involvement.
 2. Exploration of co-housing communities in Wisconsin could be helpful in guiding multi-generation living, “rule creation” or other campus physical layout aspects for a successful blended generation community.

3. In addition, discussion should be held with potential partners such as Principia or Christian Science camps to see if there is any volunteer expertise that might be leveraged to help defray costs of building any “tiny house” or other structure if campus-based housing is to be built.
7. Across all ages and in the job field of Christian Science nursing, there is a desire to see better healing and to share Christian Science lived authentically and consistently by other Christian Scientists. A location with this focus will draw people to it.
8. Facilities with their role in providing a physical place for people to come to for that healing rejuvenation or providing visiting Christian Science nursing care have a unique healing role from the other *Manual*-based activities that need to be explored internally to help develop innovative service offerings for Christian Scientists in the community that will address concerns at different life and experience stages as identified in the discussion with Youth.
9. Programs that promote the unique role of Christian Science nursing in healing can be done now and then be incorporated into any CS nurse recruiting or residential program offerings. These services done well, will be a “marketing draw” based on spiritual growth and active healing and help support any traditional marketing plan and open up new channels for additional funding.

Clearview Home encourages distribution of our research results and is interested in partnering with others support a sense of community for active older adults, Christian Science nurses, or young adults interested in renewal weekends or other activities mentioned here. Please contact Clearview Home if you are interested in sponsoring, partnering, or supporting any one of the opportunities shared in this report.

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